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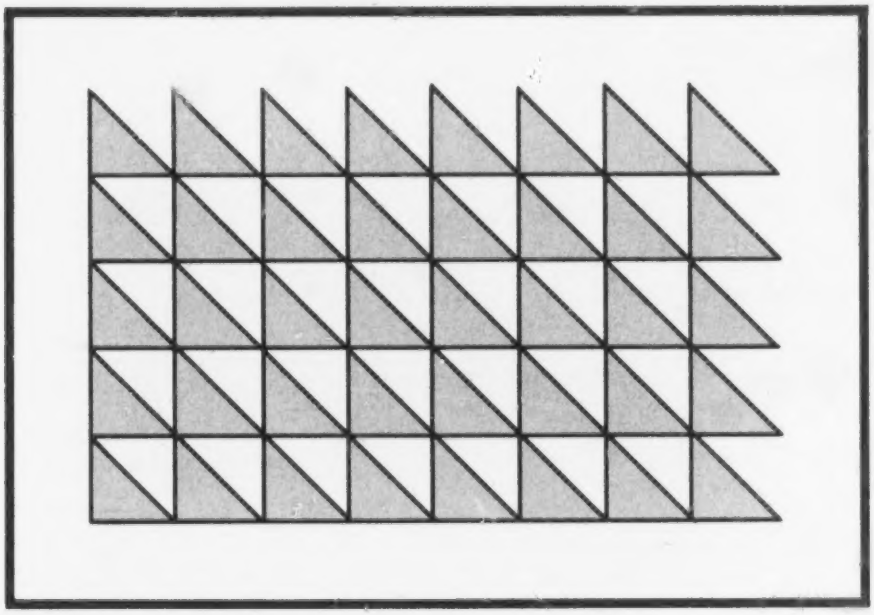
1988

AMS Management Salaries Report



Salary averages and starting rates for
20 "benchmark" management positions

Administrative Management Society, Trevose, PA

AMS
1988
Management Salaries Report

Salary rates for management employees in the United States and Canada

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A professional nonprofit association serving office management since 1919

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The following cities are covered in this report:

Eastern
Albany, NY
Allentown, PA
Binghamton, NY
Boston, MA
Buffalo, NY
Harrisburg, PA
Hartford, CT
Lancaster, PA
Montgomery Cty., PA
Newark Area, NJ
New Hampshire
New York, NY
Philadelphia, PA
Pittsburgh, PA
Portland, ME
Providence, RI
Reading, PA
Rochester, NY
Stamford, CT
Syracuse, NY
Washington, DC
Westchester, NY
Wilmington, DE
York, PA

East Central
Akron-Canton, OH
Battlecreek-Kalamazoo, MI
Chicago, IL
Chicago (North/West), IL
Cincinnati, OH
Cleveland, OH
Columbus, OH
Dayton, OH
Detroit, MI
Evansville, IN
Fort Wayne, IN
Grand Rapids, MI
Indianapolis, IN
Rockford, IL
Toledo, OH

West Central
Bismarck-Mandan, ND
Cedar Rapids, IA
Davenport, IA
Des Moines, IA
Fargo-Moorhead, ND
Kansas City, MO
Lincoln, NE
Madison, WI
Mid-Missouri
Milwaukee, WI
Minneapolis-St. Paul, MN
Minnesota (Southern)
Omaha, NE
St. Louis, MO
Topeka, KS
Wichita, KS

Southern
Atlanta, GA
Birmingham, AL
Charlotte, NC
Columbia, SC
Dallas, TX
Fort Worth, TX
Greensboro, NC
Greenville, SC
High Point, NC
Houston, TX
Kingsport, TN
Knoxville, TN
Lexington, KY
Little Rock, AR
Louisville, KY
New Orleans, LA
Norfolk, VA
Oklahoma City, OK
Orlando, FL
Raleigh, NC
Richmond, VA
Roanoke, VA
Sabine-Neches, TX
Tulsa, OK
Winston-Salem, NC

Western
Denver, CO
Eugene, OR
Los Angeles, CA
Oakland-East Bay, CA
Phoenix, AZ
Portland, OR
Salem Area, OR
San Francisco, CA
San Jose, CA
Seattle, WA

Canada
Calgary, AB
Hamilton, ON
Kitchener, ON
Regina, SK
Toronto, ON
Winnipeg, MB

Introduction

The AMS Management Information Committee is pleased to present the results of the 16th annual AMS salary survey of management employees. This survey represents data collected from over 2,400 companies of all sizes and types across North America, incorporating over 30,000 exempt management employees.

Average salary rates, effective January 15, 1988, are provided for 16 middle management positions and four supervisory positions commonly found in most companies. This year, starting rates have been added to the survey, and are reported for each position in all breakouts.

The salary data is broken out by region (five in U.S., plus Canada), by type of business (seven) and, new this year, by company size (two). Data is also reported for 96 cities across North America.

In addition, annual salary budget increases are given for 1988 (actual) and 1989 (projected) by region, type of business, size of company, and overall.

The AMS salary surveys are made possible through the cooperation of AMS chapters in cities throughout the United States and Canada. Salary survey coordinators in each chapter have solicited participation from a cross-section of member and nonmember companies in each city. Questionnaires are returned directly to AMS headquarters for processing to ensure the confidentiality of the salary data.

This report presents the overall results of the entire survey, with the breakouts as indicated above. More detailed results by city are provided to each chapter salary survey coordinator for publication of a local report. To determine the availability of a report for your city, contact the salary survey coordinator at AMS headquarters in Trevose, Pennsylvania.

We welcome your comments regarding the format of this survey, the positions covered, and other suggestions that will make this report a more effective tool for determining competitive salary rates for management and supervisory employees.

Guide To Use of Survey Data

The **1988 Management Salaries Report** presents annual base salary rates for 20 "benchmark" management and supervisory positions typically found in businesses throughout the United States and Canada, effective as of January 15, 1988. Rates for each position are reported by city and region overall, plus type of business and size of company breakouts.

In addition, salary budget information precedes the salary data, and reports actual increases for 1988 and projected increases for 1989. This information is reported overall by U.S. and Canada, by region, by type of business, and by size of company.

EXPLANATION OF SALARY DATA

This year, data collection and processing procedures were revised in order to obtain more useful salary data based on the sample sizes. Each company participating in the survey was asked to provide one average rate for employees in each position. These rates are presented in this report as follows:

Average — the annual salary rate averaged by company. This "straight" rate is not affected by one company reporting a large number of employees, since each company's average for the position counts as one.

Low (25th percentile) — considering all the rates reported for a position, the low rate is the one that falls at the 25 percent mark up from the lowest rate reported. Rates less than this may generally be considered the extremes.

Mid (50th percentile) — this rate represents the one that falls at the 50 percent mark (midpoint) of all the rates reported for a position. In a well-balanced sample, this rate will be close to the average.

High (75th percentile) — this rate represents the one that falls at the 75 percent mark up from the lowest rate reported. Rates higher than this may generally be considered the extremes.

Start — the average annual starting rate for the position.

APPLYING THE INFORMATION

Since this report is considered a "benchmark" survey, the positions as defined on the following pages are general. Survey respondents have been encouraged to include data for employees whose responsibilities are similar to those in the following descriptions, but whose titles may not be the same.

Therefore, the data in this survey should be used with discretion. You are urged to review the responsibilities of each position description before making comparisons with the positions in your company — do not make comparisons by title alone. You should not expect the salaries of your employees to be the same as those in this report. The AMS data should be used in conjunction with other data and in consideration of such factors as location, benefits, unique company characteristics, availability of applicants, etc.

A small number of responses for any given position in the city reports may not represent a sound sample. In this case it may be helpful to refer to data for your region, type of business and/or size of company.

For further information about this or other AMS surveys, contact the salary survey coordinator at AMS Headquarters in Trevose, PA — 215-953-1040.

MANAGEMENT SALARY SURVEY —
POSITION DESCRIPTIONS

A ACCOUNTING MANAGER — Responsible for the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Assures standard accounting procedures are adhered to.

B AUDITING MANAGER — Responsible for audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the adequacy of the accounting systems and controls. Develops recommendations for improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.

C CREDIT & COLLECTION MANAGER — Responsible for credit and collection activities. Establishes procedures for investigating, granting and controlling credit and collecting accounts due. Determines credit limits. Supervises mailing of collection letters and attempts to collect delinquent accounts. Investigates new customers' credit ratings and arranges terms of payment. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

D PAYROLL MANAGER — Supervises payroll functions, including the computation of deductions; preparation and verification of payrolls; maintenance of payroll records and reports; preparation of reports for federal, state and local government agencies; and processing of payments to employees. Determines that proper controls are followed to assure wages, salaries and deductions are being paid in accordance with established policy and labor agreements.

E ACCOUNTS PAYABLE SUPERVISOR — Supervises the processing of accounts payable, including maintaining records of amounts owed, verifying invoices, computing discounts and preparing vouchers for payment. Also responsible for the preparation of accounts and other reports as needed.

F ACCOUNTS RECEIVABLE SUPERVISOR — Supervises the maintenance of accounts receivable records, including filing unpaid invoices, and recording cash receipts, claims and overdue invoices. Also responsible for the computation and recording of interest charges and claims, and the preparation of vouchers, invoices and account statements.

G PERSONNEL MANAGER — Responsible for developing, implementing and managing personnel/human resources-related programs and activities, including employment and placement activities; indoctrination, training and development programs; compensation plans, including wage and salary administration, and benefits programs; labor relations; compliance with governmental regulations covering employees. May also be responsible for health and medical services, safety and employee recreation programs.

H EMPLOYMENT MANAGER — Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Designs employment methods to attain recruiting objectives; places advertisements; develops recruiting schedules; assigns interviewing and selection functions to staff. Maintains records for unemployment compensation and periodic employment statistics.

I CUSTOMER SERVICE MANAGER — Responsible for the customer service department. Establishes policy and guidelines for responding to service requests and customer complaints. Trains staff to respond positively to customers with varying degree of objections and criticisms. Provides procedures for making decisions on service charges and writing off charges within company's allowable limits. Reports on types and numbers of complaints and keeps operating managers informed of product service trends.

J SALES MANAGER — Responsible for sales of company products through sales staff. Plans and coordinates sales programs; conducts sales promotion staff meetings for long- and short-range sales events; participates in meetings to select lines or items of merchandise to promote; and develops timing methods of promotion. Sets up schedules for sales volume. Develops sales budgets and forecasts and prepares operating reports.

K MARKETING MANAGER — Responsible for the development of overall marketing programs for company products. Devises strategies for gaining or improving market share; coordinating marketing strategies with sales, marketing and advertising personnel; product promotion; market research and reports.

L ADMINISTRATIVE/OFFICE SERVICES MANAGER — Responsible for administrative services including word processing, telephone, reception, printing and/or duplicating, filing, mailing, messenger, distribution of office supplies and similar services. Responsible for securing office equipment and supplies. Coordinates services with operating departments. Trains personnel to perform tasks.

M BUILDING SERVICES MANAGER — Responsible for the maintenance and repair of buildings, grounds, and equipment, and all related electrical and mechanical systems. Determines the most efficient and cost effective equipment or systems to purchase, and develops preventive maintenance schedules to ensure their continued efficient operation.

N MAILROOM SUPERVISOR — Supervises the receiving, sorting and distribution of incoming mail and the preparation of outgoing mail. Supervises delivery and mail collection employees.

O PURCHASING MANAGER — Responsible for the procurement of materials and supplies. Selects reliable sources; approves purchase orders; controls prices and quality; supervises purchasing personnel; maintains contact with suppliers. Locates and investigates potential supply sources; supervises the negotiation of purchase contracts and develops schedules for delivery of products.

P WAREHOUSE MANAGER — Responsible for storing or warehousing of raw materials, semi-finished and finished parts, merchandise and/or supplies. Provides for inspection of incoming material against order specifications; issues materials; maintains inventory records; maintains current transportation rate schedules; handles loading and routing of trucks.

Q SHIPPING/RECEIVING SUPERVISOR — Responsible for shipping, receiving and packaging operations, specifically identifying, counting or weighing items; reconciling materials against vendors' invoices; customer orders; and bills of lading. Supervises employees; keeps records of items shipped and received.

R PLANT MANAGER — Responsible for the manufacturing operations of fabricating, finishing, assembling and crating products. Develops manufacturing plans; maintains production schedules, quality, safety and cost standards. Supervises the allocation of material, manpower and equipment resources. Advises managers of optimum material and parts levels, manufacturing processes and procedures. Provides supervisory training on labor contract provisions; establishes safety standards. Prepares production, operating cost and budget reports.

S FOREMAN — Supervises an assigned work shift. Plans and schedules work to meet production schedules. Utilizes equipment and materials to meet quality standards in manufacturing products and assembling component parts. Maintains operation within established standards for cost, quality, labor, maintenance, scrap, safety, housekeeping, etc. Assigns employees to jobs; instructs them in performance of work; and familiarizes them with company rules and regulations.

T GENERAL FOREMAN — Supervises a production operation. Plans and schedules work to meet production schedules and makes efficient use of material, labor and equipment. Reviews production processes, assembly of component parts and equipment used to improve production standards. Assures adherence to operating standards as they affect equipment, production schedules, quality, labor and materials, budget plans and personnel. Coordinates the development, installation and evaluation of staff and service programs. Estimates manpower requirements and selects qualified employees.

Exempt Salary Budget Increases

1988 — Approved (%)

Type of Business	Total U.S.	Eastern	East Central	West Central	South	West	Canada
Manu./Proc./Const.	4.8	4.9	4.7	4.5	4.8	5.0	4.8
Bank./Ins./Fin.	5.5	5.8	5.7	5.3	5.3	5.7	5.8
Service	5.8	6.2	5.8	5.3	5.7	5.6	4.4
Retail/Wholesale	5.0	5.3	5.0	4.7	5.2	4.8	5.4
Util./Trans./Comm.	4.6	4.9	4.3	4.4	4.5	5.4	4.5
Educ./Gov't./Nonprof.	4.8	5.1	5.0	4.4	4.9	4.4	3.7
Other	5.5	5.9	5.5	4.8	5.4	5.9	4.5
Total	**5.1**	**5.4**	**5.1**	**4.8**	**5.1**	**5.3**	**4.9**
Size of Company							
Under 500 Emps.	5.3	5.5	5.2	4.8	5.2	5.4	4.9
Over 500 Emps.	4.9	5.1	4.9	4.8	4.9	4.8	4.7

1989 — Planned (%)

Type of Business							
Manu./Proc./Const.	4.8	5.1	4.7	4.8	4.7	5.0	4.4
Bank./Ins./Fin.	5.7	5.7	6.0	5.5	5.7	5.7	5.9
Service	6.0	6.1	6.1	5.9	6.1	5.6	4.3
Retail/Wholesale	5.1	5.5	5.1	4.5	4.7	5.2	4.7
Util./Trans./Comm.	4.7	5.0	3.8	4.4	5.1	5.8	5.5
Educ./Gov't./Nonprof.	4.7	5.1	5.0	4.2	4.5	4.2	4.0
Other	5.5	6.3	5.4	4.4	5.1	5.6	4.6
Total	**5.2**	**5.5**	**5.2**	**4.9**	**5.1**	**5.3**	**4.7**
Size of Company							
Under 500 Emps.	5.4	5.7	5.3	5.0	5.3	5.5	4.6
Over 500 Emps.	4.9	5.1	5.0	4.7	4.7	4.7	5.2

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

TOTAL U.S.

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.2	42.6	34.3	31.2	27.3	27.4	43.1	35.3	33.7	47.8	48.6	34.4	37.7	23.0	37.8	32.9	27.1	50.4	30.0	36.5
LOW	31.5	34.5	26.5	24.5	21.5	21.5	33.5	27.5	25.5	36.5	36.5	26.5	29.5	18.5	29.5	25.5	21.5	40.5	26.5	30.5
MID	39.5	41.5	32.5	29.5	26.5	26.5	41.5	33.5	32.5	47.5	47.5	32.5	37.5	22.5	37.5	31.5	27.5	48.5	29.5	36.5
HIGH	47.5	49.5	40.5	37.5	32.5	32.5	51.5	41.5	40.5	58.5	58.5	40.5	44.5	26.5	45.5	38.5	31.5	58.5	33.5	41.5
START	33.5	34.9	28.7	25.9	23.1	23.5	36.0	29.3	28.4	38.5	39.9	28.1	30.3	19.3	31.0	27.8	22.6	42.9	25.3	30.3
NO. COMPANIES	1618	548	694	740	697	412	1271	576	688	703	705	846	801	537	1109	531	604	524	629	465
NO. EMPLOYEES	2114	784	784	795	926	530	1410	685	1010	1560	1069	1480	1034	829	1324	788	994	804	7344	2008

EASTERN UNITED STATES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.9	42.4	33.2	30.5	25.8	25.4	42.5	35.1	33.8	47.3	49.2	33.7	37.7	22.8	37.1	33.5	26.7	50.5	28.6	35.5
LOW	31.5	32.5	24.5	23.5	20.5	20.5	32.5	27.5	26.5	38.5	37.5	25.5	29.5	18.5	29.5	26.5	21.5	41.5	24.5	29.5
MID	38.5	39.5	31.5	29.5	24.5	25.5	40.5	33.5	33.5	46.5	46.5	31.5	37.5	22.5	36.5	33.5	26.5	49.5	28.5	34.5
HIGH	46.5	49.5	39.5	36.5	29.5	28.5	51.5	41.5	40.5	58.5	60.5	40.5	43.5	26.5	44.5	38.5	30.5	58.5	32.5	41.5
START	33.6	34.2	28.2	25.4	21.7	22.4	35.5	29.6	28.7	37.4	40.4	28.3	30.4	19.7	31.0	28.9	22.2	43.9	24.2	29.4
NO. COMPANIES	437	146	198	198	196	123	357	153	211	209	192	219	230	165	315	150	180	146	166	148
NO. EMPLOYEES	571	193	219	233	245	162	386	169	308	425	293	384	265	359	379	196	274	219	1854	664

EAST CENTRAL UNITED STATES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.7	42.0	35.0	31.4	27.6	27.4	43.2	34.4	34.1	48.8	48.7	35.4	39.1	23.6	38.8	34.1	28.0	50.9	31.2	38.2
LOW	32.5	35.5	28.5	25.5	22.5	21.5	33.5	27.5	26.5	39.5	38.5	28.5	30.5	18.5	31.5	27.5	22.5	40.5	27.5	33.5
MID	39.5	42.5	32.5	30.5	26.5	25.5	41.5	32.5	32.5	47.5	47.5	34.5	38.5	23.5	38.5	34.5	28.5	49.5	30.5	37.5
HIGH	46.5	49.5	39.5	36.5	32.5	33.5	50.5	41.5	40.5	58.5	58.5	41.5	46.5	27.5	46.5	41.5	32.5	60.5	34.5	42.5
START	32.9	34.0	28.3	25.9	23.1	23.8	35.3	28.0	27.8	39.3	38.7	28.8	30.8	19.6	30.9	27.6	22.8	42.5	25.5	31.3
NO. COMPANIES	368	124	185	177	174	84	294	141	161	166	159	169	182	126	270	116	174	132	189	122
NO. EMPLOYEES	469		209		187		339		213		248		220		329		279		2142	
		153		180		95		192		484		235		130		168		187		444

WEST CENTRAL UNITED STATES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.1	41.9	32.3	29.8	27.3	27.2	42.4	35.8	32.4	46.6	47.6	33.3	35.9	22.2	36.5	31.2	27.4	50.0	29.7	35.8
LOW	30.5	33.5	26.5	22.5	21.5	20.5	33.5	28.5	24.5	35.5	38.5	25.5	28.5	17.5	28.5	23.5	22.5	40.5	25.5	28.5
MID	38.5	41.5	30.5	28.5	25.5	26.5	41.5	36.5	31.5	46.5	46.5	31.5	34.5	21.5	35.5	29.5	27.5	47.5	29.5	36.5
HIGH	45.5	47.5	38.5	36.5	34.5	31.5	49.5	41.5	38.5	57.5	57.5	38.5	41.5	26.5	43.5	36.5	32.5	59.5	34.5	42.5
START	32.2	34.1	27.9	24.7	23.3	23.4	35.2	28.9	26.9	37.3	37.7	26.3	28.6	18.4	30.0	27.0	22.7	44.6	25.0	29.6
NO. COMPANIES	327	105	134	150	107	75	240	107	136	140	151	189	175	118	220	102	103	107	118	89
NO. EMPLOYEES	434		160		130		265		191		259		200		253		149		1867	
		144		153		93		124		328		353		128		154		170		470

SOUTHERN UNITED STATES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.2	43.5	35.9	32.2	28.5	29.4	43.6	34.6	34.5	48.4	48.3	35.0	37.8	22.3	38.9	31.8	25.6	49.7	29.0	36.4
LOW	31.5	35.5	28.5	24.5	21.5	22.5	33.5	25.5	25.5	35.5	35.5	26.5	29.5	17.5	30.5	24.5	20.5	37.5	25.5	28.5
MID	39.5	43.5	35.5	30.5	28.5	29.5	40.5	33.5	32.5	48.5	46.5	32.5	37.5	21.5	38.5	30.5	25.5	47.5	29.5	35.5
HIGH	49.5	50.5	43.5	38.5	33.5	33.5	51.5	40.5	42.5	59.5	58.5	43.5	45.5	25.5	46.5	38.5	31.5	58.5	32.5	40.5
START	34.0	36.0	28.9	26.3	23.5	23.8	36.5	29.2	29.1	40.1	41.3	28.3	30.2	18.8	31.0	25.4	21.5	41.4	23.9	29.2
NO. COMPANIES	319	130	118	150	149	82	262	128	119	121	145	166	159	129	213	112	110	99	108	75
NO. EMPLOYEES	428		133		209		289		226		199		270		261		246		1162	
		169		161		129		150		220		354		138		191		175		356

WESTERN UNITED STATES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.5	43.9	37.4	33.6	28.2	29.0	45.4	39.8	34.1	46.0	49.8	34.8	39.2	25.1	37.6	34.0	28.1	51.5	32.9	37.9
LOW	34.5	37.5	29.5	25.5	23.5	23.5	36.5	30.5	26.5	34.5	38.5	27.5	30.5	19.5	28.5	27.5	20.5	40.5	27.5	32.5
MID	41.5	44.5	37.5	31.5	27.5	26.5	43.5	37.5	31.5	45.5	49.5	32.5	38.5	24.5	36.5	31.5	28.5	49.5	31.5	36.5
HIGH	48.5	50.5	43.5	37.5	31.5	33.5	51.5	46.5	40.5	55.5	59.5	39.5	45.5	28.5	44.5	40.5	33.5	56.5	37.5	44.5
START	34.4	35.5	30.8	26.9	23.5	23.3	37.9	32.3	29.2	37.1	42.1	28.6	30.7	19.2	31.6	29.9	24.3	40.8	27.9	33.1
NO. COMPANIES	167	43	59	65	71	48	118	47	61	67	58	103	55	59	91	51	37	40	48	31
NO. EMPLOYEES	212		63		155		131		72		70		79		102		46		319	
		125		68		51		50		103		154		74		79		53		74

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.2	44.8	36.5	32.4	28.7	29.0	43.4	37.8	35.4	52.6	53.8	35.0	40.2	25.2	40.6	35.0	29.5	52.2	30.4	37.6
LOW	33.5	37.5	28.5	25.5	23.5	23.5	34.5	29.5	27.5	43.5	43.5	26.5	33.5	21.5	34.5	28.5	24.5	42.5	26.5	32.5
MID	40.5	43.5	35.5	31.5	28.5	28.5	42.5	35.5	35.5	52.5	53.5	33.5	40.5	24.5	40.5	34.5	29.5	50.5	30.5	37.5
HIGH	47.5	51.5	42.5	38.5	33.5	33.5	51.5	45.5	42.5	61.5	63.5	42.5	46.5	28.5	47.5	41.5	33.5	60.5	33.5	42.5
START	35.1	39.2	31.5	28.0	24.7	26.0	36.8	31.4	30.1	43.4	45.1	29.7	33.5	21.9	34.7	30.8	24.9	44.7	25.8	31.6
NO. COMPANIES	525	106	297	228	234	116	424	155	307	324	237	205	228	91	477	228	344	409	465	355
NO. EMPLOYEES	676	122	325	240	252	117	489	172	357	695	408	240	257	94	591	315	554	637	5382	1399

BANKING/INSURANCE/FINANCE — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.7	42.5	30.3	29.9	25.2	25.0	43.9	34.4	31.9	46.5	48.9	38.2	36.2	22.2	31.9	24.8	21.9			32.5
LOW	32.5	34.5	24.5	23.5	20.5	20.5	33.5	27.5	24.5	36.5	36.5	30.5	28.5	17.5	24.5	20.5	16.5			23.5
MID	39.5	40.5	28.5	29.5	24.5	23.5	41.5	33.5	29.5	43.5	46.5	36.5	35.5	21.5	30.5	23.5	21.5			28.5
HIGH	48.5	48.5	35.5	34.5	29.5	28.5	52.5	40.5	36.5	52.5	59.5	45.5	42.5	25.5	38.5	29.5	25.5			31.5
START	33.7	33.4	24.3	24.8	20.8	21.2	35.6	29.2	27.0	37.6	39.7	30.5	28.0	18.7	25.7	21.1	18.2			21.3
NO. COMPANIES	314	192	100	141	121	62	263	134	142	89	182	206	196	219	169	21	38			4
NO. EMPLOYEES	431	324	121	142	128	82	274	142	218	265	221	230	203	234	173	23	40			4

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.9	37.9	31.5	29.1	23.0	24.6	39.3	32.2	27.9	41.9	41.0	32.1	34.7	22.3	34.0	29.5	22.1	40.1	24.2	30.4
LOW	28.5	30.5	24.5	23.5	19.5	20.5	30.5	24.5	20.5	27.5	30.5	25.5	26.5	18.5	25.5	23.5	16.5	33.5	19.5	27.5
MID	34.5	37.5	32.5	27.5	23.5	24.5	37.5	30.5	26.5	36.5	40.5	31.5	33.5	22.5	35.5	26.5	22.5	37.5	23.5	30.5
HIGH	42.5	45.5	35.5	35.5	25.5	28.5	46.5	39.5	35.5	50.5	46.5	37.5	40.5	26.5	40.5	36.5	27.5	46.5	28.5	33.5
START	32.1	31.0	25.5	24.9	20.0	21.4	33.7	25.2	24.3	31.2	35.3	25.6	27.1	18.5	28.1	25.6	17.7	35.8	19.6	25.3
NO. COMPANIES	141	38	44	57	48	36	104	47	43	76	65	125	48	46	56	29	23	18	15	15
NO. EMPLOYEES	178	69	54	58	51	36	121	54	83	161	83	173	56	53	61	34	25	22	133	41

RETAIL/WHOLESALE SALES & DISTRIBUTION

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.5	40.3	32.0	28.8	24.5	25.0	40.0	33.1	29.6	43.0	46.5	31.3	33.3	22.2	33.7	32.1	24.0	41.1	27.8	32.3
LOW	30.5	30.5	24.5	22.5	18.5	17.5	29.5	24.5	20.5	30.5	35.5	24.5	24.5	17.5	26.5	25.5	18.5	32.5	23.5	24.5
MID	36.5	39.5	30.5	28.5	23.5	23.5	37.5	30.5	26.5	40.5	45.5	29.5	30.5	20.5	32.5	30.5	24.5	38.5	26.5	33.5
HIGH	43.5	48.5	39.5	33.5	27.5	29.5	45.5	42.5	38.5	52.5	57.5	35.5	38.5	26.5	38.5	38.5	28.5	49.5	30.5	37.5
START	31.7	31.8	27.9	23.9	20.8	20.9	34.5	27.5	24.9	35.1	39.7	26.7	27.6	17.9	28.2	26.6	20.2	37.5	23.7	26.2
NO. COMPANIES	143	41	91	53	86	58	98	33	70	122	63	78	48	42	98	123	69	30	49	24
NO. EMPLOYEES	193	50	106	54	111	63	114	67	92	260	112	93	50	42	146	174	168	38	252	66

UTILITIES/TRANSPORTATION/COMMUNICATIONS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	46.5	50.2	37.8	39.7	36.2	35.6	50.5	41.0	42.4	46.0	51.9	36.5	41.6	27.2	45.3	36.9	31.3	54.5	33.5	40.4
LOW	37.5	44.5	31.5	33.5	30.5	30.5	38.5	32.5	34.5	38.5	39.5	27.5	34.5	21.5	34.5	31.5	28.5	44.5	29.5	34.5
MID	44.5	50.5	35.5	40.5	35.5	35.5	47.5	37.5	40.5	42.5	49.5	34.5	39.5	27.5	46.5	35.5	31.5	53.5	32.5	38.5
HIGH	55.5	55.5	39.5	46.5	43.5	41.5	55.5	46.5	51.5	55.5	58.5	40.5	49.5	33.5	51.5	44.5	34.5	65.5	36.5	42.5
START	38.2	42.9	31.2	31.7	29.9	29.6	43.0	35.0	34.3	37.4	42.3	31.9	33.3	22.9	36.0	30.9	26.6	45.8	27.6	31.0
NO. COMPANIES	79	38	46	57	55	30	60	43	53	30	42	41	53	37	61	42	17	18	33	17
NO. EMPLOYEES	115	48	52	60	68	34	69	62	154	68	67	74	70	42	73	93	22	32	466	160

EDUCATION/GOVERNMENT/NONPROFIT

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.0	39.3	29.4	28.4	26.2	25.7	43.6	32.3	31.4	35.6	41.4	30.2	35.8	20.6	36.0	28.0	21.8	37.4	25.0	27.8
LOW	30.5	32.5	24.5	22.5	20.5	21.5	32.5	26.5	23.5	28.5	30.5	23.5	28.5	16.5	28.5	23.5	17.5	28.5	22.5	23.5
MID	37.5	40.5	28.5	26.5	25.5	23.5	42.5	31.5	29.5	33.5	36.5	28.5	35.5	20.5	35.5	26.5	21.5	35.5	26.5	26.5
HIGH	45.5	45.5	33.5	33.5	30.5	30.5	52.5	38.5	38.5	46.5	49.5	34.5	42.5	24.5	44.5	33.5	25.5	43.5	27.5	29.5
START	30.9	32.0	24.1	23.8	22.2	22.0	35.9	27.4	26.3	30.5	33.4	23.5	29.2	17.6	29.0	22.7	18.4	33.3	22.5	24.6
NO. COMPANIES	251	86	47	123	84	59	207	102	31	25	52	104	156	99	160	51	65	23	37	30
NO. EMPLOYEES	298	117	51	157	238	127	225	118	50	41	62	566	308	296	174	81	112	34	401	178

OTHER

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.5	43.8	36.7	31.3	27.5	28.2	42.1	35.8	31.8	45.5	42.1	33.8	40.3	24.1	38.6	31.7	26.8	48.9	31.2	38.2
LOW	31.5	35.5	27.5	23.5	22.5	22.5	34.5	26.5	26.5	33.5	32.5	25.5	30.5	18.5	30.5	24.5	21.5	35.5	25.5	27.5
MID	39.5	42.5	34.5	30.5	25.5	26.5	40.5	33.5	30.5	44.5	41.5	32.5	37.5	23.5	36.5	31.5	27.5	45.5	30.5	38.5
HIGH	46.5	51.5	42.5	36.5	32.5	32.5	48.5	40.5	36.5	58.5	51.5	37.5	48.5	29.5	45.5	36.5	32.5	57.5	35.5	41.5
START	32.9	36.3	29.3	24.6	23.5	24.0	33.8	29.4	26.7	37.3	33.3	28.2	31.0	19.7	29.5	24.4	21.4	38.0	24.3	29.5
NO. COMPANIES	165	47	69	81	69	51	115	62	42	37	64	87	72	63	88	37	48	25	29	20
NO. EMPLOYEES	223	54	75	84	78	71	118	70	56	70	116	104	90	68	106	68	73	40	706	160

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN

Annual salaries in thousands

EASTERN U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.8	43.8	34.1	30.6	26.9	27.3	42.4	35.4	34.5	51.7	53.6	34.3	38.7	23.9	38.8	35.5	28.8	52.1	28.9	35.8
LOW	33.5	32.5	26.5	24.5	21.5	21.5	34.5	28.5	27.5	43.5	43.5	25.5	32.5	20.5	32.5	28.5	22.5	42.5	25.5	30.5
MID	39.5	42.5	34.5	29.5	26.5	27.5	40.5	33.5	34.5	51.5	53.5	31.5	37.5	23.5	38.5	34.5	27.5	51.5	28.5	35.5
HIGH	48.5	52.5	41.5	36.5	31.5	31.5	50.5	40.5	41.5	60.5	62.5	43.5	43.5	26.5	45.5	41.5	32.5	59.5	32.5	41.5
START	35.7	39.1	29.9	27.3	23.7	26.1	36.9	30.7	29.5	43.4	45.0	29.5	32.2	22.1	33.8	31.9	24.0	45.7	24.5	30.3
NO. COMPANIES	161	34	95	77	72	39	151	52	106	101	79	67	85	32	150	71	118	126	140	122
NO. EMPLOYEES	208	38	107	79	80	39	163	55	128	202	140	69	92	32	178	85	178	192	1591	581

BANKING/INSURANCE/FINANCE — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.6	41.5	30.6	32.1	24.8	23.3	47.5	36.2	31.2	45.3	50.6	37.9	37.8	21.8	34.5	22.9	21.8			
LOW	32.5	32.5	20.5	24.5	17.5	17.5	32.5	27.5	25.5	36.5	42.5	28.5	29.5	16.5	25.5	19.5	18.5			
MID	39.5	38.5	27.5	30.5	24.5	19.5	49.5	33.5	29.5	39.5	46.5	35.5	37.5	22.5	32.5	20.5	21.5			
HIGH	48.5	49.5	36.5	37.5	29.5	26.5	57.5	44.5	35.5	50.5	59.5	44.5	44.5	24.5	42.5	24.5	25.5			
START	33.8	31.8	24.4	25.3	20.2	19.4	38.8	30.2	26.7	34.0	42.0	31.3	28.4	18.1	26.9	21.5	19.0			
NO. COMPANIES	76	53	31	35	26	16	64	34	39	21	45	44	58	59	49	9	7			
NO. EMPLOYEES	104	79	33	35	28	22	69	39	82	39	53	48	59	65	49	10	8			

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.1	40.9	34.1	30.7	23.1	25.2	39.0	35.2	30.2	48.3	42.8	32.8	33.7	25.2	39.0	33.1	23.8	39.0	23.5	29.5
LOW	29.5	33.5	27.5	25.5	20.5	20.5	29.5	25.5	22.5	35.5	31.5	25.5	29.5	20.5	28.5	22.5	19.5	37.5	19.5	27.5
MID	34.5	38.5	34.5	30.5	23.5	27.5	39.5	35.5	27.5	45.5	37.5	31.5	34.5	23.5	36.5	32.5	27.5	37.5	23.5	32.5
HIGH	45.5	45.5	38.5	36.5	25.5	28.5	45.5	43.5	39.5	60.5	42.5	37.5	38.5	26.5	48.5	36.5	28.5	41.5	23.5	33.5
START	33.0	31.3	26.7	26.8	19.5	24.2	30.8	29.0	27.8	32.2	35.4	26.3	29.0	19.9	30.7	28.4	18.1	34.0	19.7	24.7
NO. COMPANIES	40	12	13	18	17	12	28	15	14	24	21	27	14	14	16	12	5	2	4	5
NO. EMPLOYEES	58	22	14	19	20	12	33	20	36	63	31	39	20	20	17	16	6	3	82	15

RETAIL/WHOLESALE SALES & DISTRIBUTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.7	36.6	32.3	26.2	23.3	23.0	38.2	31.1	30.5	43.5	46.6	29.6	33.3	22.3	33.3	32.0	22.0	39.5	26.4	30.3
LOW	29.5	25.5	23.5	22.5	18.5	17.5	28.5	24.5	20.5	30.5	31.5	22.5	19.5	18.5	27.5	25.5	17.5	28.5	24.5	24.5
MID	35.5	35.5	30.5	26.5	23.5	22.5	34.5	30.5	26.5	43.5	46.5	27.5	36.5	20.5	31.5	32.5	21.5	41.5	24.5	29.5
HIGH	43.5	41.5	40.5	29.5	26.5	28.5	45.5	31.5	38.5	52.5	57.5	34.5	39.5	26.5	38.5	37.5	26.5	49.5	30.5	33.5
START	31.6	31.1	27.7	22.2	20.0	19.6	31.4	27.5	25.3	32.6	42.2	28.5	27.9	18.9	28.1	27.2	19.5	47.2	26.0	26.7
NO. COMPANIES	46	14	32	17	34	23	29	12	26	43	15	23	14	14	37	40	23	5	10	8
NO. EMPLOYEES	70	16	33	18	42	26	33	12	32	91	23	28	15	14	57	58	45	7	60	20

UTILITIES/TRANSPORTATION/COMMUNICATIONS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	48.0	55.3	35.5	41.1	39.7	31.3	40.1	49.3	46.5	48.0	49.0	35.8	48.1	29.5	43.1	40.8		55.9	41.4	48.3
LOW	37.5	53.5	21.5	39.5	36.5	22.5	36.5	45.5	39.5	42.5	40.5	27.5	43.5	22.5	32.5	36.5		46.5	27.5	35.5
MID	47.5	53.5	29.5	45.5	41.5	22.5	41.5	47.5	42.5	44.5	46.5	34.5	48.5	22.5	42.5	37.5		53.5	36.5	35.5
HIGH	60.5	58.5	37.5	46.5	44.5	39.5	45.5	54.5	55.5	55.5	53.5	48.5	53.5	36.5	50.5	44.5		67.5	59.5	74.5
START	38.7	43.2	36.5	31.6	31.3	19.5	35.7	48.6	37.3	38.5	44.1	31.9	39.4	32.2	37.4	26.4		45.0	30.7	23.6
NO. COMPANIES	10	5	6	7	8	2	10	3	10	6	6	7	7	2	10	4		3	3	3
NO. EMPLOYEES	14	5	9	7	8	2	10	3	11	8	10	7	7	3	11	5		3	27	9

EDUCATION/GOVERNMENT/NONPROFIT — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.7	40.7	27.4	27.1	22.0	22.9	40.2	30.6	36.3	34.8	45.7	30.5	34.7	21.2	33.7	32.6	21.7	33.8	21.4	31.8
LOW	26.5	32.5	24.5	20.5	18.5	20.5	29.5	24.5	31.5	28.5	35.5	23.5	28.5	17.5	26.5	27.5	17.5	29.5	16.5	28.5
MID	35.5	39.5	27.5	28.5	22.5	22.5	39.5	28.5	36.5	30.5	42.5	29.5	34.5	20.5	31.5	33.5	23.5	35.5	23.5	29.5
HIGH	42.5	47.5	32.5	31.5	24.5	25.5	51.5	36.5	39.5	42.5	61.5	35.5	41.5	25.5	40.5	35.5	26.5	42.5	26.5	33.5
START	28.4	30.8	22.5	22.3	18.1	20.8	32.7	25.0	30.7	30.8	32.6	23.6	27.1	18.9	27.8	27.5	17.4	27.2	17.7	24.4
NO. COMPANIES	65	18	7	26	19	17	51	20	10	10	14	32	33	29	34	9	15	5	5	5
NO. EMPLOYEES	67	22	7	55	45	43	54	20	11	13	16	171	40	209	41	17	25	8	54	24

OTHER — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.9	48.6	35.7	31.6	27.6	29.3	45.4	37.1	34.9	42.3	33.9	33.0	40.4	24.6	38.8	33.7	25.6	33.5	23.9	33.0
LOW	36.5	40.5	24.5	24.5	22.5	23.5	36.5	27.5	29.5	30.5	19.5	25.5	26.5	20.5	29.5	30.5	20.5	16.5	17.5	19.5
MID	42.5	42.5	30.5	30.5	29.5	26.5	43.5	33.5	30.5	39.5	35.5	35.5	37.5	23.5	38.5	32.5	22.5	35.5	24.5	23.5
HIGH	52.5	49.5	47.5	36.5	32.5	35.5	49.5	44.5	41.5	40.5	42.5	37.5	52.5	28.5	44.5	36.5	32.5	37.5	29.5	41.5
START	36.9	42.9	29.2	23.9	22.7	23.9	35.6	31.3	29.9	32.4	26.9	27.8	32.4	21.3	30.9	24.6	22.1	27.1	21.8	29.1
NO. COMPANIES	39	10	14	18	20	14	24	17	6	4	12	19	19	15	19	5	11	4	3	4
NO. EMPLOYEES	50	11	16	20	22	18	24	20	8	9	20	22	32	16	26	5	11	5	36	14

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

EAST CENTRAL U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.0	47.4	38.1	34.7	29.4	29.8	44.0	37.1	36.3	53.5	52.9	37.0	43.5	27.3	43.0	35.7	30.6	52.3	31.3	39.3
LOW	34.5	39.5	30.5	28.5	23.5	22.5	35.5	28.5	29.5	42.5	42.5	29.5	39.5	21.5	36.5	28.5	27.5	42.5	28.5	34.5
MID	41.5	47.5	36.5	33.5	28.5	30.5	42.5	35.5	36.5	52.5	53.5	36.5	43.5	26.5	43.5	35.5	31.5	50.5	31.5	38.5
HIGH	47.5	50.5	45.5	41.5	34.5	35.5	50.5	45.5	42.5	63.5	62.5	42.5	48.5	32.5	48.5	42.5	34.5	61.5	34.5	43.5
START	34.1	39.6	31.8	29.8	25.2	27.3	35.7	30.0	29.9	43.5	42.5	31.6	35.0	23.2	35.3	30.1	25.5	43.6	26.1	32.8
NO. COMPANIES	147	32	94	63	72	30	113	47	83	94	63	46	55	23	136	66	105	110	147	97
NO. EMPLOYEES	200	37	99	64	76	31	147	59	97	256	111	56	71	23	186	104	185	157	1791	371

BANKING/INSURANCE/FINANCE — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.8	42.8	31.5	28.7	25.2	23.3	41.8	34.9	32.4	45.0	46.0	38.8	35.2	23.5	31.3	27.5	21.1			
LOW	33.5	35.5	27.5	23.5	21.5	20.5	34.5	27.5	26.5	35.5	33.5	30.5	27.5	18.5	26.5	20.5	17.5			
MID	39.5	42.5	30.5	27.5	24.5	23.5	40.5	33.5	30.5	39.5	43.5	37.5	36.5	22.5	32.5	25.5	21.5			
HIGH	51.5	48.5	32.5	33.5	28.5	26.5	46.5	41.5	35.5	52.5	56.5	45.5	42.5	27.5	36.5	36.5	23.5			
START	34.3	33.1	25.2	23.5	20.1	20.1	34.3	29.4	27.6	36.6	37.1	30.5	28.1	19.6	24.9	20.0	17.4			
NO. COMPANIES	59	36	21	27	27	14	52	28	32	18	31	44	38	42	33	3	7			
NO. EMPLOYEES	84	38	31	27	27	20	53	29	44	106	36	47	41	42	33	3	7			

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.6	35.7	29.5	27.4	22.3	25.8	39.1	30.8	28.0	40.7	36.9	30.4	32.8	19.9	31.4	29.4	21.5	37.9	26.0	31.1
LOW	27.5	30.5	25.5	23.5	17.5	20.5	30.5	21.5	23.5	27.5	28.5	24.5	25.5	16.5	26.5	23.5	16.5	33.5	18.5	28.5
MID	31.5	31.5	30.5	27.5	22.5	24.5	37.5	28.5	24.5	36.5	40.5	28.5	29.5	20.5	30.5	26.5	21.5	35.5	26.5	28.5
HIGH	39.5	42.5	33.5	31.5	25.5	28.5	47.5	34.5	34.5	50.5	42.5	36.5	34.5	23.5	36.5	35.5	22.5	45.5	34.5	36.5
START	28.4	29.7	22.5	23.9	18.1	20.2	32.5	23.7	22.1	28.9	30.7	25.1	22.8	17.3	26.5	24.4	17.4	30.4	20.0	24.4
NO. COMPANIES	33	10	13	17	11	9	25	12	11	16	13	20	15	11	18	6	11	6	7	6
NO. EMPLOYEES	45	22	15	17	11	9	28	12	20	20	15	21	16	12	20	9	11	8	26	11

RETAIL/WHOLESALE SALES & DISTRIBUTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.0	37.7	29.9	33.6	24.0	26.7	40.2	31.5	29.8	43.6	47.6	35.7	33.9	21.4	34.5	33.3	25.0	47.5	31.2	32.7
LOW	29.5	30.5	20.5	29.5	20.5	19.5	28.5	21.5	22.5	36.5	43.5	30.5	26.5	16.5	26.5	28.5	21.5	37.5	24.5	31.5
MID	35.5	33.5	26.5	32.5	23.5	20.5	37.5	23.5	29.5	39.5	47.5	35.5	27.5	19.5	32.5	34.5	25.5	41.5	26.5	33.5
HIGH	41.5	48.5	39.5	38.5	27.5	26.5	42.5	50.5	39.5	50.5	52.5	40.5	28.5	27.5	40.5	37.5	29.5	56.5	29.5	37.5
START	29.1	31.5	23.1	27.2	21.3	24.1	33.8	25.6	25.0	38.3	36.5	28.8	29.4	18.6	28.4	23.5	21.1	39.0	25.2	24.5
NO. COMPANIES	24	6	14	6	14	9	16	6	11	19	15	14	8	7	16	18	15	10	12	6
NO. EMPLOYEES	29	10	18	6	22	9	17	33	14	61	25	20	8	7	23	20	30	15	89	19

UTILITIES/TRANSPORTATION/COMMUNICATIONS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	53.3	48.3	39.4	36.1	37.1	37.4	63.9	37.7	45.4		69.8	39.3	39.7	26.7	47.5	38.7	28.9	54.6	31.7	41.9
LOW	41.5	41.5	32.5	26.5	29.5	31.5	46.5	30.5	37.5		52.5	30.5	35.5	20.5	36.5	31.5	23.5	44.5	31.5	34.5
MID	51.5	47.5	36.5	40.5	33.5	31.5	58.5	33.5	42.5		75.5	35.5	37.5	27.5	47.5	36.5	26.5	57.5	31.5	45.5
HIGH	61.5	55.5	45.5	45.5	42.5	36.5	74.5	46.5	53.5		75.5	41.5	42.5	28.5	51.5	45.5	30.5	62.5	32.5	46.5
START	44.6	42.0	29.4	28.7	30.5	29.5	48.4	27.3	33.4		47.6	30.1	33.5	22.6	33.8	30.5	21.8	55.7	24.4	30.8
NO. COMPANIES	13	7	7	13	12	4	8	8	9		5	8	12	8	10	8	4	3	6	3
NO. EMPLOYEES	14	11	8	14	13	4	13	16	11		8	29	27	8	10	19	7	4	126	24

EDUCATION/GOVERNMENT/NONPROFIT — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.7	37.5	29.5	28.5	26.2	25.9	45.1	32.0	25.7	41.1	42.4	28.5	38.6	21.4	35.3	26.9	23.6	31.0	27.4	29.6
LOW	30.5	29.5	26.5	23.5	20.5	22.5	36.5	26.5	21.5	33.5	33.5	22.5	30.5	18.5	28.5	25.5	19.5	25.5	26.5	27.5
MID	35.5	38.5	30.5	27.5	26.5	27.5	43.5	30.5	23.5	35.5	36.5	24.5	37.5	21.5	33.5	25.5	22.5	25.5	26.5	28.5
HIGH	42.5	45.5	32.5	32.5	29.5	31.5	53.5	38.5	29.5	46.5	48.5	32.5	42.5	24.5	43.5	27.5	28.5	36.5	29.5	38.5
START	31.6	31.5	25.0	24.3	22.5	22.2	37.2	26.2	20.4	33.5	37.7	22.8	31.2	18.0	27.9	22.7	19.6	31.6	22.5	27.0
NO. COMPANIES	57	22	17	36	26	13	52	27	7	4	14	22	36	21	42	10	22	2	11	7
NO. EMPLOYEES	60	24	17	37	26	17	53	29	14	5	19	47	39	24	42	10	25	2	81	14

OTHER — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.0	36.9	34.3	29.0	25.2	21.4	38.4	31.2	26.9	40.4	46.9	35.2	41.8	23.0	35.2	34.5	26.6		40.1	42.9
LOW	32.5	29.5	26.5	22.5	22.5	21.5	31.5	25.5	21.5	29.5	39.5	28.5	35.5	17.5	26.5	31.5	22.5		32.5	38.5
MID	39.5	35.5	31.5	26.5	24.5	22.5	35.5	28.5	26.5	39.5	45.5	35.5	40.5	20.5	35.5	31.5	25.5		37.5	41.5
HIGH	46.5	44.5	40.5	35.5	25.5	23.5	44.5	38.5	30.5	46.5	55.5	43.5	48.5	26.5	45.5	39.5	30.5		46.5	49.5
START	30.0	29.3	26.7	22.5	21.0	18.0	30.5	26.1	21.8	34.3	35.2	29.5	30.3	17.2	24.7	26.5	18.3		27.6	28.4
NO. COMPANIES	35	11	19	15	12	5	28	13	8	14	18	15	18	14	15	3	10		6	3
NO. EMPLOYEES	37	11	21	15	12	5	28	14	13	32	34	15	18	14	15	3	14		29	5

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

WEST CENTRAL U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.8	43.2	34.8	31.3	29.2	29.3	44.8	40.9	34.8	52.4	52.9	32.9	38.8	24.6	39.9	34.4	29.0	51.8	30.5	37.6
LOW	33.5	35.5	27.5	23.5	21.5	25.5	33.5	36.5	26.5	44.5	44.5	26.5	29.5	19.5	32.5	27.5	24.5	42.5	26.5	31.5
MID	41.5	39.5	35.5	31.5	27.5	26.5	45.5	41.5	35.5	52.5	51.5	32.5	39.5	24.5	40.5	33.5	29.5	48.5	30.5	38.5
HIGH	46.5	50.5	40.5	38.5	36.5	36.5	54.5	46.5	42.5	62.5	62.5	38.5	47.5	30.5	46.5	38.5	33.5	60.5	34.5	42.5
START	35.1	37.6	31.2	26.7	25.2	25.3	38.7	32.9	29.1	41.8	43.7	27.9	32.9	21.2	34.9	30.8	24.9	46.1	25.9	31.7
NO. COMPANIES	97	21	56	40	38	19	65	25	57	58	45	42	43	15	90	42	55	77	84	64
NO. EMPLOYEES	123	23	65	41	40	19	73	25	66	125	86	56	46	16	105	72	75	112	1003	222

BANKING/INSURANCE/FINANCE — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.5	42.4	26.0	27.4	24.9	25.5	42.0	34.1	31.1	47.0	49.4	38.3	35.9	21.4	29.3		21.1			
LOW	30.5	32.5	21.5	22.5	21.5	21.5	33.5	27.5	24.5	37.5	38.5	30.5	26.5	17.5	23.5		17.5			
MID	38.5	42.5	25.5	27.5	22.5	23.5	40.5	32.5	32.5	45.5	48.5	37.5	32.5	20.5	27.5		19.5			
HIGH	46.5	47.5	27.5	32.5	27.5	27.5	49.5	40.5	35.5	55.5	60.5	42.5	41.5	24.5	32.5		24.5			
START	31.9	32.0	20.7	23.6	20.6	20.5	31.9	28.0	26.1	37.5	38.2	29.6	26.8	17.6	23.2		18.2			
NO. COMPANIES	71	39	12	36	20	12	57	29	29	23	47	49	48	52	37		12			
NO. EMPLOYEES	109	68	15	36	22	17	60	30	41	73	66	64	50	58	39		12			

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.3	33.3	25.8	28.6	21.9	22.8	39.2	28.6	27.0	41.0	44.3	32.2	35.0	22.1	30.6	24.2	26.7			
LOW	26.5	23.5	18.5	22.5	20.5	18.5	32.5	20.5	19.5	25.5	30.5	24.5	26.5	17.5	22.5	23.5	24.5			
MID	30.5	31.5	24.5	23.5	22.5	19.5	37.5	28.5	20.5	27.5	41.5	31.5	33.5	20.5	26.5	23.5	24.5			
HIGH	42.5	42.5	31.5	36.5	24.5	28.5	44.5	36.5	35.5	45.5	52.5	36.5	39.5	29.5	40.5	25.5	28.5			
START	30.8	28.7	20.4	21.5	19.6	19.7	33.5	20.7	18.6	27.0	32.1	23.1	26.3	18.4	24.4	18.8	14.7			
NO. COMPANIES	30	7	10	11	9	10	23	9	6	12	12	34	10	9	8	2	2			
NO. EMPLOYEES	34	8	17	11	9	10	23	11	10	21	13	35	11	9	8	2	2			

RETAIL/WHOLESALE SALES & DISTRIBUTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.6	49.2	29.4	29.0	24.5	19.9	35.0	37.3	23.7	39.7	42.7	28.0	30.1	25.5	31.0	28.1	28.2	36.7	24.0	31.1
LOW	28.5	42.5	24.5	23.5	16.5	16.5	25.5	21.5	19.5	30.5	23.5	22.5	23.5	23.5	22.5	20.5	17.5	31.5	18.5	24.5
MID	35.5	44.5	27.5	29.5	22.5	16.5	33.5	41.5	22.5	40.5	36.5	29.5	30.5	23.5	30.5	24.5	29.5	33.5	21.5	29.5
HIGH	42.5	59.5	34.5	33.5	32.5	17.5	43.5	48.5	25.5	47.5	59.5	33.5	31.5	29.5	33.5	31.5	32.5	40.5	28.5	38.5
START	30.1	34.9	26.8	23.4	18.5	18.8	32.3	24.9	20.1	34.5	42.4	21.5	26.1	17.4	28.2	24.9	21.5	28.1	18.5	25.0
NO. COMPANIES	22	6	17	9	9	4	18	3	15	25	10	13	9	5	16	26	8	7	11	5
NO. EMPLOYEES	28		21		11		24		20		20		10		29		21		39	
		7		9		4		7		53		13		5		28		8		19

UTILITIES/TRANSPORTATION/COMMUNICATIONS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.5	48.7	31.7	35.8	30.2	29.4	45.9	35.8	41.2	41.9	44.6	33.7	34.2	26.2	41.2	33.2	31.5	53.1	33.5	33.3
LOW	32.5	41.5	28.5	25.5	20.5	24.5	37.5	28.5	31.5	34.5	35.5	23.5	30.5	18.5	34.5	25.5	30.5	42.5	27.5	30.5
MID	40.5	49.5	33.5	36.5	30.5	31.5	46.5	35.5	40.5	36.5	41.5	29.5	34.5	22.5	40.5	31.5	31.5	44.5	34.5	33.5
HIGH	47.5	52.5	35.5	41.5	36.5	36.5	52.5	39.5	45.5	45.5	50.5	37.5	38.5	34.5	47.5	33.5	33.5	65.5	35.5	38.5
START	33.3	42.2	27.3	29.7	26.0	26.2	42.1	31.9	33.0	34.2	36.8	30.0	27.6	22.6	32.4	28.8	24.8	44.8	28.9	28.1
NO. COMPANIES	23	9	15	15	12	9	18	15	12	10	13	11	17	6	17	12	5	6	8	6
NO. EMPLOYEES	38		17		12		20		22		27		17		17		5		98	
		9		16		11		25		30		11		6		23		13		53

EDUCATION/GOVERNMENT/NONPROFIT — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.5	36.2	25.8	27.3	30.1	26.7	43.2	33.4	28.0	38.8	37.8	28.0	33.1	20.6	36.0	25.8	22.4	36.3	24.7	25.8
LOW	31.5	30.5	23.5	20.5	22.5	21.5	35.5	29.5	21.5	34.5	25.5	21.5	27.5	16.5	29.5	20.5	19.5	23.5	22.5	21.5
MID	37.5	36.5	25.5	23.5	28.5	26.5	42.5	31.5	29.5	38.5	30.5	27.5	34.5	20.5	35.5	24.5	20.5	28.5	24.5	24.5
HIGH	44.5	41.5	27.5	27.5	34.5	31.5	49.5	37.5	30.5	48.5	44.5	30.5	39.5	24.5	40.5	27.5	26.5	43.5	26.5	28.5
START	29.6	29.7	23.5	22.7	25.4	22.6	34.3	29.3	22.5	30.1	29.2	21.4	28.2	17.3	28.7	21.9	19.8	35.1	20.4	22.0
NO. COMPANIES	53	14	7	24	10	11	38	17	5	5	9	22	31	18	36	12	10	8	8	7
NO. EMPLOYEES	68		8		27		41		14		10		45		38		17		126	
		20		24		11		17		14		153		20		17		15		53

OTHER — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.3	40.7	38.4	31.2	26.3	31.2	41.7	38.2	31.0	45.0	40.3	32.4	38.6	22.0	38.0	31.3	28.1	57.0	32.8	38.5
LOW	30.5	34.5	27.5	22.5	17.5	21.5	36.5	26.5	26.5	24.5	32.5	24.5	30.5	16.5	30.5	21.5	23.5	38.5	28.5	27.5
MID	37.5	39.5	39.5	31.5	29.5	30.5	39.5	36.5	31.5	44.5	41.5	30.5	36.5	21.5	35.5	28.5	29.5	54.5	31.5	35.5
HIGH	45.5	44.5	42.5	36.5	32.5	34.5	47.5	39.5	33.5	62.5	48.5	32.5	42.5	26.5	40.5	33.5	32.5	66.5	37.5	46.5
START	32.3	37.1	31.8	24.3	22.1	26.6	33.8	29.5	24.7	38.6	30.6	25.5	29.7	18.4	31.7	24.4	21.5	47.2	24.4	29.8
NO. COMPANIES	31	9	17	15	9	10	21	9	12	7	15	18	17	13	16	8	11	8	6	5
NO. EMPLOYEES	34		17		9		24		18		37		21		17		17		583	
		9		16		21		9		12		21		14		12		21		119

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

SOUTHERN U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.4	45.6	41.2	33.8	30.1	31.0	42.7	38.7	37.3	53.4	56.7	37.5	40.3	24.5	41.8	34.6	28.2	51.5	30.3	37.8
LOW	34.5	35.5	34.5	26.5	25.5	23.5	32.5	29.5	28.5	44.5	43.5	27.5	31.5	20.5	33.5	26.5	23.5	42.5	26.5	33.5
MID	41.5	45.5	40.5	32.5	30.5	29.5	41.5	35.5	37.5	50.5	55.5	36.5	41.5	22.5	40.5	33.5	27.5	49.5	30.5	36.5
HIGH	49.5	53.5	48.5	38.5	33.5	33.5	50.5	46.5	44.5	63.5	63.5	45.5	48.5	27.5	49.5	42.5	33.5	58.5	33.5	40.5
START	35.5	41.3	35.1	28.6	25.9	25.8	37.5	34.2	33.9	45.7	48.8	31.1	34.7	20.5	34.8	29.7	24.6	43.9	24.9	30.0
NO. COMPANIES	83	16	37	39	37	19	72	24	41	47	38	32	35	16	69	39	52	69	65	52
NO. EMPLOYEES	103	21	39	47	40	19	83	26	45	78	57	35	38	17	86	44	101	137	777	176

BANKING/INSURANCE/FINANCE — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.8	42.8	28.9	30.3	25.2	27.9	41.6	32.7	33.1	51.4	47.4	38.3	35.6	21.4	32.0	25.8	22.2			
LOW	32.5	35.5	22.5	23.5	18.5	22.5	31.5	24.5	22.5	37.5	36.5	27.5	30.5	17.5	24.5	23.5	16.5			
MID	39.5	39.5	26.5	29.5	24.5	28.5	36.5	31.5	26.5	45.5	43.5	39.5	35.5	20.5	31.5	23.5	22.5			
HIGH	50.5	48.5	35.5	37.5	30.5	31.5	48.5	38.5	40.5	61.5	58.5	45.5	42.5	24.5	38.5	30.5	25.5			
START	35.0	35.6	22.4	25.2	21.0	25.7	35.8	28.4	27.2	46.2	40.0	31.3	28.0	18.6	25.9	21.4	16.4			
NO. COMPANIES	73	47	25	30	36	12	63	31	32	18	41	43	41	47	35	6	8			
NO. EMPLOYEES	87	67	31	30	38	13	65	32	38	35	48	44	42	48	35	6	8			

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.6	37.7	34.3	26.0	24.2	24.6	39.0	30.5	23.1	38.0	39.2	31.0	36.8	21.3	31.5	25.5	22.0	40.4	21.0	
LOW	28.5	23.5	25.5	22.5	16.5	17.5	30.5	24.5	20.5	26.5	27.5	24.5	26.5	17.5	23.5	22.5	18.5	24.5	19.5	
MID	34.5	24.5	32.5	24.5	25.5	27.5	37.5	30.5	22.5	35.5	36.5	29.5	41.5	22.5	29.5	23.5	23.5	31.5	19.5	
HIGH	38.5	45.5	45.5	27.5	29.5	29.5	42.5	34.5	27.5	45.5	43.5	36.5	49.5	24.5	38.5	25.5	24.5	65.5	23.5	
START	33.4	34.7	28.5	24.3	23.1	22.2	36.2	25.5	20.6	31.7	37.4	26.0	30.5	16.6	28.3	24.1	17.2	39.2	18.1	
NO. COMPANIES	20	4	3	8	7	3	17	8	5	16	12	24	6	7	12	5	3	6	2	
NO. EMPLOYEES	20	4	3	8	7	3	24	8	9	40	14	25	6	7	14	5	4	7	6	

RETAIL/WHOLESALE SALES & DISTRIBUTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.1	41.0	34.9	30.0	28.8	29.4	46.1	35.2	36.0	44.9	44.4	30.4	36.0	20.6	36.9	35.0	23.5	36.7	25.7	
LOW	29.5	31.5	30.5	22.5	22.5	22.5	36.5	25.5	28.5	28.5	31.5	24.5	30.5	16.5	29.5	27.5	18.5	29.5	18.5	
MID	34.5	35.5	32.5	26.5	27.5	24.5	37.5	34.5	38.5	46.5	37.5	29.5	35.5	17.5	33.5	30.5	24.5	37.5	26.5	
HIGH	40.5	48.5	43.5	37.5	33.5	39.5	45.5	43.5	44.5	55.5	52.5	32.5	39.5	19.5	41.5	41.5	26.5	38.5	30.5	
START	36.0	31.8	32.1	26.2	22.9	22.1	39.5	28.7	30.5	36.3	39.9	24.8	30.1	15.6	26.7	23.2	18.6	32.2	21.1	
NO. COMPANIES	24	11	17	12	16	10	18	8	9	16	12	14	10	9	18	17	15	4	7	
NO. EMPLOYEES	36	11	21	12	18	11	22	11	14	24	26	15	10	9	22	19	63	4	18	

UTILITIES/TRANSPORTATION/COMMUNICATIONS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	47.5	49.6	38.6	44.3	36.3	38.1	58.5	46.6	38.2	49.5	56.1	34.6	46.7	26.2	50.3	35.6	33.6	55.8	31.3	43.3
LOW	36.5	45.5	32.5	37.5	32.5	32.5	45.5	36.5	32.5	42.5	43.5	30.5	42.5	21.5	37.5	32.5	31.5	37.5	28.5	39.5
MID	41.5	50.5	34.5	45.5	35.5	37.5	53.5	44.5	35.5	48.5	52.5	31.5	50.5	24.5	51.5	35.5	31.5	62.5	31.5	42.5
HIGH	60.5	54.5	39.5	51.5	45.5	38.5	72.5	57.5	41.5	57.5	65.5	40.5	56.5	32.5	60.5	39.5	36.5	67.5	34.5	42.5
START	37.4	42.4	30.1	34.5	29.0	29.4	45.4	37.7	32.5	40.4	47.0	31.1	34.6	22.0	39.0	30.3	29.6	43.9	25.5	35.9
NO. COMPANIES	22	13	12	13	15	9	17	13	15	9	13	10	13	15	16	13	6	5	12	5
NO. EMPLOYEES	38	19	12	14	25	11	19	14	103	20	17	22	15	19	26	41	8	10	175	74

EDUCATION/GOVERNMENT/NONPROFIT — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.7	40.3	30.5	28.7	25.9	24.8	44.1	28.5	25.9	31.5	37.6	33.5	34.8	19.3	37.0	23.9	18.6	43.3	23.2	26.2
LOW	31.5	38.5	17.5	22.5	19.5	18.5	32.5	19.5	20.5	24.5	27.5	24.5	25.5	16.5	28.5	17.5	16.5	33.5	18.5	21.5
MID	37.5	40.5	31.5	24.5	24.5	21.5	43.5	27.5	25.5	27.5	31.5	30.5	34.5	19.5	37.5	23.5	18.5	37.5	19.5	24.5
HIGH	48.5	45.5	42.5	36.5	33.5	30.5	53.5	35.5	29.5	32.5	41.5	38.5	42.5	22.5	44.5	29.5	20.5	53.5	25.5	27.5
START	30.9	31.6	22.0	22.2	20.6	20.3	34.1	24.0	23.1	26.6	31.0	22.5	26.9	16.2	28.3	18.2	15.6	35.1	20.1	23.0
NO. COMPANIES	54	25	11	26	19	14	46	27	6	6	13	17	41	23	36	15	15	7	10	10
NO. EMPLOYEES	67	27	12	28	57	52	47	38	6	9	15	178	145	23	41	32	41	8	131	78

OTHER — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.5	47.4	38.4	32.4	29.8	28.7	41.6	34.8	31.9	51.6	42.7	33.9	39.1	25.6	41.1	30.4	25.1	49.2	27.9	38.6
LOW	28.5	38.5	29.5	22.5	23.5	22.5	35.5	26.5	28.5	46.5	29.5	25.5	30.5	16.5	31.5	20.5	19.5	33.5	23.5	26.5
MID	40.5	48.5	36.5	27.5	29.5	28.5	40.5	33.5	30.5	51.5	37.5	30.5	35.5	23.5	38.5	30.5	22.5	37.5	27.5	36.5
HIGH	51.5	52.5	41.5	41.5	34.5	32.5	49.5	38.5	37.5	64.5	51.5	37.5	46.5	33.5	49.5	36.5	32.5	57.5	30.5	41.5
START	31.2	40.1	28.7	27.2	24.9	23.4	32.8	31.0	23.8	38.0	35.3	27.8	31.8	23.4	31.1	23.1	19.8	35.8	23.3	30.4
NO. COMPANIES	43	14	13	22	19	15	29	17	11	9	16	26	13	12	27	17	11	8	12	6
NO. EMPLOYEES	77	20	15	22	24	20	29	21	11	14	22	35	14	15	37	44	21	9	55	16

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

WESTERN U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.3	36.8	36.2	30.8	28.6	29.3	44.3	45.6	33.8	52.0	53.7	32.6	39.7	27.6	39.0	32.5	32.5	54.9	33.7	39.5
LOW	33.5	20.5	26.5	24.5	26.5	26.5	31.5	34.5	27.5	41.5	40.5	27.5	37.5	23.5	33.5	28.5	27.5	45.5	28.5	36.5
MID	40.5	41.5	42.5	26.5	29.5	28.5	42.5	45.5	29.5	52.5	53.5	29.5	39.5	24.5	37.5	30.5	31.5	54.5	33.5	39.5
HIGH	48.5	48.5	45.5	28.5	30.5	32.5	55.5	54.5	40.5	58.5	63.5	36.5	42.5	34.5	40.5	39.5	38.5	63.5	37.5	44.5
START	33.7	30.4	30.0	24.3	23.6	21.3	34.7	33.3	27.6	44.5	51.9	25.6	33.6	20.6	34.1	31.0	29.0	44.2	28.5	34.3
NO. COMPANIES	37	3	15	9	15	9	23	7	20	24	12	18	10	5	32	10	14	27	29	20
NO. EMPLOYEES	42	3	15	9	16	9	23	7	21	34	14	24	10	6	36	10	15	39	220	49

BANKING/INSURANCE/FINANCE — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.1	43.9	35.2	32.8	26.0	25.9	48.7	33.5	30.8	41.0	51.4	37.0	34.8	24.5	30.9	25.9	24.9			29.5
LOW	34.5	37.5	30.5	29.5	22.5	23.5	37.5	30.5	23.5	33.5	35.5	32.5	25.5	18.5	26.5	22.5	20.5			28.5
MID	42.5	44.5	34.5	32.5	23.5	23.5	48.5	32.5	28.5	41.5	48.5	35.5	32.5	24.5	30.5	26.5	23.5			28.5
HIGH	48.5	50.5	40.5	36.5	28.5	26.5	57.5	36.5	31.5	47.5	63.5	44.5	41.5	27.5	36.5	29.5	26.5			31.5
START	33.3	34.1	28.3	27.1	20.9	18.7	40.1	28.8	27.1	27.2	43.0	29.3	28.5	19.3	28.5	20.3	19.1			25.0
NO. COMPANIES	35	17	11	13	12	8	27	12	10	9	18	26	11	19	15	3	4			2
NO. EMPLOYEES	47	72	11	14	13	10	27	12	13	12	18	27	11	21	17	4	5			2

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.0	41.6	39.5	39.9	25.2	25.4	41.5	37.6	27.3	34.4	40.9	33.8	39.5	27.1	45.6	23.0	17.2	42.4		31.6
LOW	33.5	37.5	32.5	25.5	18.5	23.5	35.5	27.5	20.5	24.5	24.5	27.5	31.5	22.5	40.5	18.5	16.5	40.5		29.5
MID	35.5	37.5	40.5	41.5	22.5	23.5	38.5	36.5	25.5	33.5	44.5	33.5	37.5	27.5	40.5	18.5	16.5	40.5		29.5
HIGH	46.5	49.5	45.5	53.5	28.5	27.5	47.5	49.5	37.5	39.5	58.5	38.5	49.5	27.5	51.5	27.5	20.5	46.5		33.5
START	37.0	36.0	34.4	29.6	19.1	20.1	37.1	28.6	23.9	33.7	38.5	26.1	28.7	19.6	30.6	21.9	16.5	33.1		0.0
NO. COMPANIES	18	5	5	3	4	2	11	3	7	8	7	20	3	5	2	2	2	3		2
NO. EMPLOYEES	21	13	5	3	4	2	13	3	8	17	10	53	3	5	2	2	2	3		2

RETAIL/WHOLESALE SALES & DISTRIBUTION

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.5	41.8	33.2	28.6	22.8	25.8	41.3	34.2	30.7	44.0	50.6	33.6	33.0	22.7	32.7	33.7	24.6	39.5	30.9	39.7
LOW	35.5	20.5	25.5	21.5	20.5	20.5	35.5	22.5	23.5	30.5	40.5	28.5	20.5	18.5	24.5	28.5	18.5	27.5	25.5	33.5
MID	39.5	42.5	31.5	24.5	23.5	24.5	42.5	26.5	28.5	40.5	53.5	32.5	28.5	23.5	32.5	32.5	20.5	35.5	29.5	34.5
HIGH	45.5	44.5	40.5	29.5	25.5	30.5	46.5	37.5	34.5	55.5	57.5	35.5	51.5	28.5	43.5	39.5	30.5	41.5	36.5	45.5
START	33.8	34.7	24.8	24.2	20.6	22.1	33.8	22.8	27.2	34.5	38.3	25.7	23.1	15.0	27.7	31.6	18.7	33.9	26.4	32.8
NO. COMPANIES	27	4	11	9	13	12	17	4	9	19	11	14	7	7	11	22	8	4	9	4
NO. EMPLOYEES	30	6	13	9	18	13	18	4	12	31	18	17	7	7	15	49	9	4	46	6

UTILITIES/TRANSPORTATION/COMMUNICATIONS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	47.8	52.8	51.9	43.8	40.4	41.4	42.2	42.4	43.8	46.6	45.2	43.2	51.2	30.6	44.1	43.0			37.2	
LOW	38.5	41.5	41.5	33.5	31.5	28.5	37.5	29.5	37.5	39.5	38.5	26.5	30.5	21.5	34.5	32.5			28.5	
MID	44.5	48.5	42.5	37.5	33.5	35.5	38.5	33.5	41.5	41.5	45.5	47.5	49.5	27.5	44.5	47.5			36.5	
HIGH	60.5	50.5	64.5	46.5	48.5	46.5	51.5	45.5	52.5	50.5	50.5	50.5	53.5	36.5	49.5	49.5			41.5	
START	40.3	46.2	39.9	33.4	32.9	36.1	41.9	38.3	36.5	38.5	38.2	37.3	38.9	23.8	37.1	35.1			28.2	
NO. COMPANIES	11	4	6	9	8	6	7	4	7	4	5	5	4	6	8	5			4	
NO. EMPLOYEES	11	4	6	9	10	6	7	4	7	6	5	5	4	6	9	5			40	

EDUCATION/GOVERNMENT/NONPROFIT

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.6	43.7	34.6	32.7	30.4	33.6	48.5	44.0	44.7	0.0	44.8	31.9	40.2	20.6	41.3	39.2	23.9		28.3	
LOW	32.5	37.5	27.5	22.5	25.5	23.5	34.5	32.5	40.5	0.0	32.5	26.5	33.5	16.5	26.5	31.5	17.5		26.5	
MID	45.5	47.5	29.5	26.5	28.5	33.5	49.5	42.5	41.5	0.0	32.5	28.5	40.5	19.5	47.5	43.5	19.5		27.5	
HIGH	53.5	53.5	40.5	39.5	34.5	37.5	58.5	51.5	51.5	0.0	57.5	40.5	45.5	21.5	50.5	43.5	35.5		31.5	
START	34.4	34.6	25.6	24.8	24.6	24.0	39.0	36.1	34.2	0.0	38.3	26.7	30.5	16.7	32.8	29.9	21.9		25.6	
NO. COMPANIES	22	7	5	11	10	4	20	11	3	0	2	11	15	8	12	5	3		3	
NO. EMPLOYEES	36	24	7	13	83	4	30	14	5	0	2	17	39	20	12	5	4		9	

OTHER

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.2	45.5	38.0	31.7	26.5	25.7	45.6	41.5	37.9	56.2	52.5	35.4	43.5	25.9	37.5	33.2	31.0	51.5	29.6	39.3
LOW	35.5	38.5	28.5	26.5	24.5	24.5	40.5	36.5	26.5	44.5	44.5	30.5	31.5	23.5	28.5	27.5	27.5	32.5	27.5	36.5
MID	39.5	39.5	30.5	33.5	25.5	24.5	43.5	39.5	36.5	49.5	53.5	32.5	41.5	26.5	40.5	29.5	33.5	40.5	27.5	36.5
HIGH	45.5	58.5	40.5	36.5	28.5	26.5	48.5	48.5	44.5	75.5	60.5	44.5	51.5	30.5	44.5	32.5	34.5	55.5	31.5	41.5
START	30.5	0.0	31.2	24.5	21.2	19.9	38.9	29.0	34.6	35.3	32.4	30.8	32.1	19.5	26.9	26.0	25.9	36.6	26.4	26.4
NO. COMPANIES	17	3	6	11	9	7	13	6	5	3	3	9	5	9	11	4	5	4	2	2
NO. EMPLOYEES	25	3	6	11	11	7	13	6	6	3	3	11	5	9	11	4	10	4	3	6

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

TOTAL U.S. — Size of Company

UNDER 500 EMPLOYEES — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.9	39.3	31.2	26.5	24.1	24.7	39.2	31.2	30.7	46.2	45.8	32.9	33.2	21.1	34.4	31.1	26.5	47.5	29.0	34.5
LOW	30.5	31.5	24.5	21.5	19.5	20.5	31.5	24.5	23.5	35.5	33.5	25.5	26.5	16.5	26.5	25.5	20.5	38.5	25.5	29.5
MID	37.5	37.5	30.5	25.5	23.5	23.5	37.5	29.5	29.5	45.5	43.5	31.5	32.5	20.5	33.5	30.5	26.5	46.5	28.5	34.5
HIGH	44.5	46.5	36.5	31.5	28.5	28.5	46.5	37.5	27.5	56.5	56.5	38.5	39.5	24.5	40.5	36.5	31.5	55.5	32.5	39.5
START	32.0	32.3	26.4	23.1	21.1	21.4	32.8	25.8	26.3	37.1	38.0	27.1	27.1	18.2	28.5	27.6	22.5	40.1	24.7	29.0
NO. COMPANIES	993	217	365	270	299	185	784	172	414	503	454	550	355	251	559	282	322	348	383	262
NO. EMPLOYEES	1155	357	405	271	311	193	824	193	544	845	615	699	377	267	611	327	401	422	2077	628

500 OR MORE EMPLOYEES — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.9	44.8	37.8	33.9	29.7	29.6	49.4	37.1	38.3	51.7	53.6	37.0	41.4	24.3	41.2	34.9	27.8	56.2	31.5	39.2
LOW	36.5	37.5	29.5	26.5	23.5	23.5	39.5	29.5	30.5	42.5	42.5	28.5	34.5	19.5	33.5	26.5	22.5	44.5	27.5	32.5
MID	42.5	43.5	36.5	32.5	28.5	28.5	47.5	35.5	37.5	51.5	52.5	35.5	40.5	23.5	40.5	34.5	27.5	55.5	31.5	38.5
HIGH	50.5	51.5	45.5	39.5	34.5	33.5	57.5	43.5	44.5	59.5	63.5	44.5	48.5	28.5	47.5	42.5	32.5	65.5	35.5	44.5
START	35.6	36.4	30.9	27.3	24.4	24.9	40.8	30.8	31.5	41.7	43.1	29.9	32.7	20.1	33.1	28.1	22.8	47.5	26.0	31.6
NO. COMPANIES	625	331	329	470	396	227	487	404	274	200	251	296	446	346	550	249	282	176	246	203
NO. EMPLOYEES	959	427	379	524	615	337	586	492	466	715	454	781	657	562	713	461	593	382	5267	1380

TOTAL — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.2	42.6	34.3	31.2	27.3	27.4	43.1	35.3	33.7	47.8	48.6	34.4	37.7	23.0	37.8	32.9	27.1	50.4	30.0	36.5
LOW	31.5	34.5	26.5	24.5	21.5	21.5	33.5	27.5	25.5	36.5	36.5	26.5	29.5	18.5	29.5	25.5	21.5	40.5	26.5	30.5
MID	39.5	41.5	32.5	29.5	26.5	26.5	41.5	33.5	32.5	47.5	47.5	32.5	37.5	22.5	37.5	31.5	27.5	48.5	29.5	36.5
HIGH	47.5	49.5	40.5	37.5	32.5	32.5	51.5	41.5	40.5	58.5	58.5	40.5	35.5	26.5	45.5	38.5	31.5	58.5	33.5	41.5
START	33.5	34.9	28.7	25.9	23.1	23.5	36.0	29.3	28.4	38.5	39.9	28.1	30.3	19.3	31.0	27.8	22.6	42.9	25.3	30.3
NO. COMPANIES	1618	548	694	740	697	412	1271	576	688	703	705	846	801	597	1109	531	604	524	629	465
NO. EMPLOYEES	2114	784	784	795	926	530	1410	685	1010	1560	1069	1480	1034	829	1324	788	994	804	7344	2008

EASTERN U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.7	40.2	30.8	26.1	23.7	24.0	39.7	32.5	31.8	47.2	47.5	32.4	34.2	21.9	34.2	33.3	26.2	46.7	27.3	32.5
LOW	30.5	31.5	23.5	20.5	18.5	18.5	30.5	26.5	25.5	35.5	35.5	25.5	26.5	17.5	26.5	26.5	20.5	38.5	23.5	28.5
MID	37.5	38.5	28.5	25.5	24.5	22.5	37.5	30.5	30.5	46.5	46.5	29.5	35.5	22.5	33.5	32.5	25.5	46.5	27.5	32.5
HIGH	45.5	46.5	36.5	31.5	27.5	28.5	47.5	39.5	38.5	58.5	59.5	37.5	42.5	25.5	39.5	38.5	29.5	54.5	31.5	37.5
START	33.2	33.4	26.5	22.3	20.9	21.6	33.1	26.9	27.6	36.6	38.9	26.9	29.0	19.6	29.2	29.3	22.1	41.3	23.6	27.0
NO. COMPANIES	279	65	115	76	100	64	227	58	133	153	123	151	117	69	172	88	106	100	110	88
NO. EMPLOYEES	328	82	122	76	109	67	235	60	179	287	173	185	121	78	195	110	142	122	710	217

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.1	44.1	36.5	33.2	28.0	27.0	47.5	36.6	37.1	50.0	52.3	36.8	41.3	23.4	40.6	33.8	27.5	58.8	31.1	39.7
LOW	33.5	34.5	29.5	27.5	21.5	22.5	37.5	28.5	29.5	39.5	42.5	28.5	34.5	19.5	33.5	26.5	21.5	47.5	27.5	33.5
MID	41.5	42.5	35.5	31.5	26.5	27.5	46.5	33.5	35.5	47.5	49.5	35.5	40.5	22.5	41.5	33.5	26.5	56.5	30.5	39.5
HIGH	48.5	51.5	43.5	39.5	32.5	30.5	55.5	44.5	43.5	57.5	63.5	44.5	48.5	26.5	47.5	38.5	31.5	74.5	34.5	45.5
START	34.2	34.9	30.2	27.2	22.3	23.0	39.7	30.9	30.4	39.4	42.7	31.0	31.7	19.8	32.6	28.4	22.5	48.6	25.1	32.2
NO. COMPANIES	158	81	83	122	96	59	130	95	78	56	69	68	113	96	143	62	74	46	56	60
NO. EMPLOYEES	243	111	97	157	136	95	151	109	129	138	120	199	144	281	184	86	132	97	1144	447

EAST CENTRAL U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.4	38.1	31.0	27.7	24.2	26.1	38.9	30.0	30.6	46.9	47.2	33.8	33.9	21.3	35.4	32.0	27.3	48.1	30.5	37.0
LOW	29.5	30.5	25.5	22.5	19.5	20.5	31.5	23.5	24.5	36.5	34.5	26.5	27.5	16.5	27.5	26.5	22.5	38.5	26.5	32.5
MID	36.5	35.5	30.5	26.5	22.5	23.5	38.5	27.5	29.5	44.5	44.5	32.5	30.5	20.5	34.5	31.5	28.5	46.5	30.5	36.5
HIGH	43.5	45.5	35.5	32.5	29.5	32.5	44.5	33.5	35.5	56.5	58.5	39.5	40.5	25.5	43.5	38.5	31.5	56.5	33.5	41.5
START	30.7	31.1	25.0	24.2	20.3	22.6	31.9	25.0	24.9	37.9	37.4	27.0	26.8	18.0	28.2	26.3	22.3	38.7	25.0	30.5
NO. COMPANIES	208	42	85	57	68	35	177	42	96	109	97	100	74	54	132	63	90	83	108	64
NO. EMPLOYEES	241	58	98	57	68	36	188	44	130	176	133	116	83	55	141	71	116	95	559	123

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.7	44.0	38.4	33.1	29.8	28.3	49.7	36.3	39.3	52.3	51.0	37.9	42.6	25.2	42.1	36.5	28.8	55.5	32.0	39.4
LOW	36.5	39.5	29.5	26.5	24.5	22.5	39.5	28.5	32.5	42.5	42.5	30.5	35.5	20.5	35.5	29.5	23.5	46.5	28.5	34.5
MID	41.5	44.5	36.5	32.5	28.5	27.5	47.5	33.5	37.5	52.5	51.5	37.5	42.5	24.5	42.5	36.5	28.5	56.5	31.5	37.5
HIGH	48.5	49.5	46.5	38.5	34.5	33.5	58.5	43.5	44.5	58.5	58.5	43.5	48.5	27.5	47.5	43.5	32.5	65.5	35.5	44.5
START	35.6	35.6	31.0	26.8	24.6	24.5	40.2	29.2	32.4	41.9	40.4	31.2	33.6	20.8	33.2	29.0	23.3	48.5	26.2	32.2
NO. COMPANIES	160	82	100	120	106	49	117	99	65	57	62	69	108	72	138	53	84	49	81	58
NO. EMPLOYEES	228	95	111	123	119	59	151	148	83	308	115	119	137	75	188	97	163	92	1583	321

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

WEST CENTRAL U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.0	39.6	29.6	25.7	24.4	22.5	38.9	33.6	28.8	44.5	44.8	32.1	31.2	21.1	34.2	28.0	26.9	47.4	28.7	32.9
LOW	28.5	31.5	24.5	20.5	18.5	17.5	30.5	24.5	20.5	34.5	33.5	25.5	25.5	16.5	26.5	22.5	20.5	39.5	24.5	26.5
MID	37.5	36.5	27.5	23.5	22.5	21.5	38.5	32.5	27.5	44.5	43.5	31.5	30.5	20.5	32.5	27.5	27.5	45.5	28.5	33.5
HIGH	43.5	46.5	34.5	29.5	29.5	26.5	46.5	39.5	35.5	52.5	54.5	37.5	35.5	24.5	40.5	33.5	32.5	56.5	33.5	38.5
START	30.8	30.8	25.8	22.1	21.5	20.0	32.6	26.0	24.9	35.4	35.5	26.0	24.4	17.8	28.7	26.2	23.5	41.6	24.6	28.0
NO. COMPANIES	209	38	74	64	49	34	149	28	82	100	101	122	84	62	111	57	53	68	68	42
NO. EMPLOYEES	262	66	89	65	50	35	158	36	118	173	146	136	90	56	125	60	57	80	321	124

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.7	43.2	35.6	32.9	29.9	31.1	48.1	36.5	37.8	52.0	53.3	35.4	40.2	23.5	38.8	35.3	27.9	54.6	31.0	38.3
LOW	36.5	36.5	27.5	26.5	22.5	26.5	38.5	29.5	31.5	38.5	45.5	24.5	32.5	18.5	30.5	25.5	23.5	43.5	26.5	30.5
MID	42.5	41.5	35.5	32.5	29.5	30.5	46.5	36.5	35.5	53.5	52.5	33.5	39.5	21.5	38.5	33.5	28.5	53.5	31.5	39.5
HIGH	48.5	48.5	40.5	38.5	36.5	36.5	56.5	42.5	45.5	62.5	62.5	42.5	47.5	28.5	45.5	43.5	31.5	62.5	35.5	44.5
START	34.5	35.4	29.8	26.3	24.5	26.0	38.7	30.2	29.7	42.1	41.7	26.8	31.7	18.9	31.1	27.9	22.2	48.1	25.5	30.9
NO. COMPANIES	118	67	60	86	58	41	91	79	54	40	50	67	91	56	109	45	50	39	50	47
NO. EMPLOYEES	172	78	71	88	80	58	107	88	73	155	113	217	110	62	128	94	92	90	1546	346

SOUTHERN U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.7	39.0	32.2	27.3	24.7	26.4	38.0	27.7	30.2	46.1	42.5	33.4	33.0	20.0	33.7	29.6	24.8	46.4	27.4	33.8
LOW	29.5	32.5	24.5	22.5	19.5	22.5	30.5	20.5	22.5	33.5	31.5	25.5	25.5	16.5	25.5	24.5	19.5	37.5	24.5	26.5
MID	35.5	37.5	32.5	26.5	23.5	26.5	36.5	24.5	29.5	45.5	39.5	31.5	30.5	20.5	33.5	28.5	25.5	44.5	27.5	34.5
HIGH	44.5	45.5	38.5	31.5	30.5	31.5	43.5	33.5	37.5	57.5	52.5	39.5	39.5	24.5	40.5	34.5	27.5	53.5	31.5	38.5
START	31.4	32.8	26.1	23.7	21.2	21.5	32.1	24.2	25.5	38.1	36.9	27.3	26.4	16.7	26.1	23.4	20.2	38.6	22.9	28.1
NO. COMPANIES	189	49	59	49	54	29	154	34	65	85	92	108	57	47	92	44	49	64	62	43
NO. EMPLOYEES	207	66	64	49	55	31	164	43	74	125	119	152	60	48	98	44	60	82	334	103

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	46.3	46.3	39.6	34.6	30.7	31.1	51.4	37.1	39.7	54.0	58.3	38.0	40.4	23.6	42.9	33.3	26.3	55.7	31.1	39.9
LOW	37.5	39.5	30.5	25.5	24.5	23.5	41.5	29.5	29.5	44.5	47.5	30.5	33.5	19.5	33.5	23.5	20.5	38.5	26.5	28.5
MID	45.5	46.5	38.5	33.5	30.5	29.5	48.5	35.5	38.5	50.5	56.5	36.5	40.5	22.5	40.5	33.5	26.5	57.5	31.5	38.5
HIGH	52.5	52.5	46.5	43.5	35.5	36.5	58.5	43.5	48.5	62.5	68.5	45.5	47.5	28.5	50.5	40.5	32.5	67.5	34.5	42.5
START	37.7	37.9	31.1	27.5	24.9	25.1	42.6	30.9	32.9	44.8	48.6	30.2	32.3	20.0	34.3	26.3	22.4	45.4	25.2	30.5
NO. COMPANIES	130	81	59	101	95	53	108	94	54	36	53	58	102	82	121	68	61	35	46	32
NO. EMPLOYEES	221	103	69	112	154	98	125	107	152	95	80	202	210	90	163	147	186	93	828	253

WESTERN U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.9	38.8	34.7	25.6	24.1	25.5	41.7	33.3	32.4	45.6	47.7	33.6	33.1	21.1	34.4	31.2	27.7	50.9	32.6	38.4
LOW	32.5	33.5	25.5	21.5	20.5	23.5	35.5	29.5	23.5	33.5	35.5	27.5	25.5	18.5	26.5	26.5	20.5	40.5	27.5	33.5
MID	38.5	39.5	31.5	24.5	23.5	24.5	40.5	30.5	29.5	44.5	44.5	32.5	32.5	21.5	33.5	30.5	26.5	48.5	31.5	37.5
HIGH	45.5	47.5	43.5	27.5	29.5	27.5	48.5	36.5	39.5	55.5	59.5	36.5	40.5	24.5	39.5	35.5	33.5	55.5	37.5	44.5
START	33.3	31.6	29.0	23.0	19.9	19.6	35.2	27.2	28.4	36.4	42.8	28.7	27.4	17.4	29.2	29.4	24.6	41.1	28.0	34.1
NO. COMPANIES	108	23	32	24	28	23	77	10	38	56	41	69	23	19	52	30	24	33	35	25
NO. EMPLOYEES	117	85	32	24	29	24	79	10	43	84	44	110	23	20	52	42	26	43	153	61

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	49.0	49.7	40.6	38.2	30.9	32.3	52.3	41.6	37.0	48.1	54.6	37.2	43.5	26.9	41.9	37.9	28.9	54.1	33.6	35.7
LOW	39.5	41.5	32.5	29.5	25.5	25.5	41.5	33.5	29.5	39.5	45.5	29.5	32.5	21.5	34.5	29.5	26.5	40.5	29.5	31.5
MID	47.5	48.5	40.5	36.5	29.5	31.5	49.5	41.5	37.5	49.5	55.5	33.5	41.5	26.5	42.5	34.5	29.5	56.5	31.5	31.5
HIGH	59.5	55.5	42.5	45.5	33.5	35.5	61.5	48.5	42.5	54.5	57.5	44.5	51.5	29.5	49.5	44.5	32.5	62.5	37.5	41.5
START	36.3	39.7	32.7	29.6	26.0	27.0	43.3	34.4	30.6	39.7	40.2	28.3	33.4	20.4	34.6	30.5	23.9	39.5	27.7	29.6
NO. COMPANIES	59	20	27	41	43	25	41	37	23	11	17	34	32	40	39	21	13	7	13	6
NO. EMPLOYEES	95	40	31	44	126	27	52	40	29	19	26	44	56	54	50	37	20	10	166	13

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

TOTAL CANADA (Canadian dollars)

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.3	48.1	40.6	33.7	31.2	28.5	47.3	40.9	38.7	51.3	51.9	36.3	45.5	29.3	41.4	38.8	28.9	50.5	36.6	43.7
LOW	36.5	40.5	30.5	26.5	26.5	20.5	38.5	31.5	30.5	39.5	42.5	30.5	37.5	24.5	31.5	32.5	23.5	40.5	33.5	35.5
MID	42.5	46.5	42.5	32.5	29.5	27.5	43.5	39.5	38.5	52.5	50.5	36.5	45.5	27.5	39.5	36.5	27.5	46.5	36.5	41.5
HIGH	48.5	56.5	44.5	39.5	34.5	32.5	54.5	50.5	45.5	61.5	59.5	42.5	51.5	31.5	46.5	45.5	32.5	61.5	39.5	50.5
START	37.6	40.3	36.3	30.6	28.4	28.0	41.1	35.3	35.9	43.9	43.5	31.7	38.4	23.8	37.7	33.2	25.9	43.8	32.6	35.4
NO. COMPANIES	68	16	24	27	25	19	45	16	22	33	35	27	24	16	44	25	27	29	35	19
NO. EMPLOYEES	74	25	25	28	64	22	46	17	33	61	48	29	25	16	47	27	34	39	274	69

CANADA — Size of Company

UNDER 500 EMPLOYEES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.3	44.4	38.1	29.4	31.0	24.2	41.8	36.1	34.3	48.6	49.4	32.5	41.1	27.3	38.6	38.4	29.1	47.7	35.9	43.2
LOW	34.5	41.5	29.5	23.5	18.5	19.5	34.5	22.5	24.5	37.5	41.5	29.5	32.5	23.5	28.5	31.5	23.5	39.5	32.5	35.5
MID	42.5	43.5	38.5	26.5	33.5	20.5	39.5	30.5	30.5	48.5	47.5	31.5	41.5	26.5	38.5	36.5	27.5	42.5	35.5	40.5
HIGH	47.5	46.5	43.5	30.5	40.5	27.5	45.5	54.5	39.5	57.5	55.5	36.5	48.5	29.5	47.5	45.5	33.5	55.5	38.5	56.5
START	36.8	37.7	35.5	27.9	30.0	25.3	34.5	29.1	33.4	43.2	42.6	29.3	33.6	23.2	35.7	33.5	26.2	40.7	32.2	35.7
NO. COMPANIES	49	6	16	10	11	10	26	3	14	26	29	13	11	7	27	17	19	23	22	11
NO. EMPLOYEES	53	14	17	11	13	13	26	3	23	46	42	13	12	7	30	17	21	29	105	24

500 OR MORE EMPLOYEES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	46.1	50.3	45.7	36.2	31.4	33.2	54.9	42.0	46.4	61.2	64.1	39.9	49.3	30.8	45.9	39.6	28.3	61.2	38.0	44.5
LOW	38.5	40.5	39.5	30.5	27.5	27.5	43.5	36.5	42.5	46.5	51.5	35.5	45.5	24.5	39.5	32.5	23.5	51.5	34.5	39.5
MID	44.5	50.5	43.5	37.5	27.5	31.5	51.5	41.5	44.5	65.5	57.5	41.5	47.5	30.5	44.5	36.5	25.5	62.5	37.5	42.5
HIGH	50.5	56.5	45.5	39.5	34.5	34.5	65.5	50.5	50.5	68.5	73.5	43.5	52.5	31.5	46.5	43.5	30.5	69.5	39.5	48.5
START	39.1	41.3	36.9	31.5	27.6	30.2	47.7	36.8	38.1	45.8	46.5	33.7	42.1	24.3	39.8	32.4	25.1	52.1	33.2	35.0
NO. COMPANIES	19	10	8	17	14	9	19	13	8	7	6	14	13	9	17	8	8	6	13	8
NO. EMPLOYEES	21	11	8	17	51	9	20	14	10	15	6	16	13	9	17	10	13	10	169	45

CANADA — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION

	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.2	52.4	38.8	35.7	29.2	25.8	43.5	33.5	39.3	49.5	51.7	35.4	40.5		40.4	37.2	28.4	51.0	36.7	43.4
LOW	39.5	46.5	29.5	23.5	24.5	19.5	34.5	22.5	36.5	39.5	43.5	28.5	40.5		30.5	31.5	25.5	40.5	33.5	39.5
MID	41.5	50.5	38.5	28.5	27.5	23.5	39.5	36.5	37.5	46.5	50.5	26.5	43.5		39.5	36.5	27.5	43.5	36.5	41.5
HIGH	46.5	61.5	43.5	54.5	34.5	27.5	47.5	36.5	43.5	57.5	56.5	44.5	44.5		44.5	47.5	32.5	63.5	38.5	48.5
START	37.7	48.8	36.5	34.4	23.4	23.8	36.7	29.6	39.1	41.6	44.2	30.8	35.1		36.6	33.1	25.2	44.0	31.9	36.5
NO. COMPANIES	21	3	10	3	7	4	16	4	5	16	16	2	5		16	11	12	23	23	13
NO. EMPLOYEES	22	3	10	3	8	4	16	5	5	17	17	2	5		17	13	13	29	154	35

BANKING/INSURANCE/FINANCE

	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.4	43.0	38.5	33.1	31.0	26.5	42.0	42.9	37.8	51.9	42.6	39.3	45.1	26.9	37.7					
LOW	33.5	39.5	36.5	26.5	27.5	21.5	35.5	30.5	24.5	36.5	35.5	35.5	35.5	18.5	28.5					
MID	39.5	41.5	36.5	30.5	32.5	21.5	43.5	41.5	39.5	36.5	40.5	39.5	37.5	27.5	31.5					
HIGH	44.5	43.5	40.5	38.5	33.5	32.5	44.5	44.5	43.5	66.5	47.5	41.5	41.5	31.5	44.5					
START	35.1	35.7	32.4	29.2	27.6	26.8	34.7	36.0	31.2	0.0	39.2	31.6	36.2	23.6	35.9					
NO. COMPANIES	10	6	2	6	3	2	9	4	4	2	4	9	4	8	4					
NO. EMPLOYEES	14	8	2	7	4	5	10	4	9	19	7	9	4	8	4					

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.)

	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.1			31.8			44.5		37.5		43.2			26.6						
LOW	35.5			30.5			40.5		30.5		27.5			23.5						
MID	35.5			30.5			42.5		30.5		46.5			23.5						
HIGH	44.5			33.5			51.5		45.5		55.5			30.5						
START	32.6			32.1			37.1		39.1		42.9			23.6						
NO. COMPANIES	2			2			3		2		3			2						
NO. EMPLOYEES	2			2			3		4		5			2						

RETAIL/WHOLESALE SALES & DISTRIBUTION

	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	46.6		44.8	23.4	25.1	20.6	53.5	41.7	26.2	49.5	56.4	31.6	47.0		39.8	39.5	28.3	49.4	35.5	
LOW	39.5		43.5	20.5	18.5	18.5	33.5	28.5	20.5	35.5	42.5	25.5	36.5		30.5	32.5	23.5	30.5	34.5	
MID	46.5		44.5	23.5	27.5	20.5	45.5	28.5	23.5	52.5	50.5	30.5	48.5		39.5	40.5	23.5	51.5	34.5	
HIGH	53.5		48.5	25.5	27.5	20.5	66.5	54.5	34.5	60.5	73.5	36.5	55.5		52.5	44.5	31.5	53.5	36.5	
START	31.0		43.5	20.6	24.3	16.3	46.7	32.8	24.2	41.4	40.5	30.8	34.0		33.6	32.7	25.8	0.0	0.0	
NO. COMPANIES	13		6	5	5	5	4	2	3	10	6	7	3		9	9	6	4	2	
NO. EMPLOYEES	14		7	5	5	5	4	2	4	17	12	7	3		11	9	10	6	12	

UTILITIES/TRANSPORTATION/COMMUNICATIONS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.6		44.3	42.6	40.9	40.7	63.5		49.7		75.2		53.2	42.1	55.6	50.6	32.4		47.6	51.2
LOW	24.5		43.5	39.5	34.5	34.5	56.5		38.5		57.5		51.5	29.5	44.5	49.5	25.5		38.5	46.5
MID	48.5		43.5	42.5	40.5	38.5	56.5		54.5		57.5		51.5	29.5	57.5	49.5	25.5		50.5	46.5
HIGH	50.5		45.5	46.5	48.5	50.5	70.5		56.5		75.5		57.5	54.5	64.5	51.5	39.5		53.5	56.5
START	47.7		36.6	36.2	34.9	35.6	43.7		39.2		45.3		39.2	24.9	46.4	40.0	29.5		37.0	36.0
NO. COMPANIES	4		2	3	3	3	2		3		2		3	2	3	2	2		3	2
NO. EMPLOYEES	4		2		3		2		6		2		3		3		3		18	
				3		3								2		2				7

EDUCATION/GOVERNMENT/NONPROFIT — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.4	51.8		37.6	29.1	29.6	65.0	49.3	46.3		39.0	38.7	41.9	24.6	48.6	34.4	25.8		34.4	36.0
LOW	38.5	46.5		30.5	21.5	27.5	54.5	41.5	42.5		25.5	31.5	32.5	24.5	40.5	32.5	21.5		32.5	32.5
MID	42.5	52.5		37.5	26.5	27.5	65.5	50.5	42.5		25.5	36.5	45.5	24.5	44.5	32.5	23.5		33.5	32.5
HIGH	48.5	57.5		45.5	29.5	31.5	75.5	56.5	50.5		52.5	42.5	47.5	24.5	61.5	36.5	28.5		36.5	39.5
START	39.9	42.7		33.0	26.1	27.9	58.4	43.3	36.4		38.2	30.1	41.4	21.2	40.8	29.7	22.9		32.9	30.8
NO. COMPANIES	10	5		7	4	2	5	3	2		2	5	6	2	6	2	4		5	2
NO. EMPLOYEES	10				41		5		2		3		7		6		5		75	
		12		7		2		3				7		2		2				20

OTHER — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.9		40.0		39.2	34.0	42.7		36.2	59.0	62.0	37.7	56.5		34.8				37.6	46.0
LOW	34.5		36.5		30.5	27.5	39.5		22.5	53.5	44.5	32.5	48.5		27.5				28.5	35.5
MID	40.5		36.5		41.5	28.5	42.5		30.5	53.5	44.5	32.5	48.5		37.5				28.5	35.5
HIGH	44.5		44.5		45.5	45.5	43.5		54.5	65.5	75.5	43.5	64.5		37.5				46.5	56.5
START	40.1		34.9		35.2	31.5	32.7		48.6	56.2	55.0	39.9	0.0		37.9				0.0	0.0
NO. COMPANIES	8		2		3	3	6		3	2	2	2	2		5				2	2
NO. EMPLOYEES	8		2		3		6		3		2		2		5				15	
						3				4		2								7

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN

Annual salaries in thousands

EASTERN UNITED STATES

ALBANY, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.4	37.6	32.6	28.3	21.0	25.2	38.7	28.1	27.6	44.2	37.6	29.8	32.1	24.1	37.5	33.8	29.2	50.1	32.2	31.5
LOW	30.5	31.5	23.5	18.5	18.5	20.5	19.5	22.5	21.5	35.5	25.5	25.5	22.5	19.5	32.5	32.5	27.5	34.5	32.5	27.5
MID	39.5	33.5	31.5	29.5	21.5	26.5	37.5	26.5	26.5	39.5	42.5	28.5	28.5	24.5	34.5	34.5	29.5	49.5	32.5	30.5
HIGH	46.5	45.5	35.5	36.5	23.5	28.5	49.5	27.5	32.5	59.5	43.5	31.5	36.5	25.5	44.5	35.5	34.5	54.5	35.5	34.5
START	33.2	32.7	30.5	24.1	18.7	21.1	30.6	24.1	22.6	33.0	32.9	25.3	27.5	20.3	29.9	28.8	19.1	41.0	24.5	22.8
NO. COMPANIES	22	6	4	7	8	6	19	5	9	9	8	11	8	5	10	5	7	6	5	5
NO. EMPLOYEES	23	6	4	7	8	6	20	5	9	9	8	13	8	5	11	7	8	7	20	12

ALLENTOWN, PA (LEHIGH VALLEY)

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.4	28.8	29.1	23.0	29.4	25.7	41.7	32.7	37.3	43.8	50.3	30.5	37.4	20.1	36.5	26.7	28.0	51.3	30.6	36.9
LOW	28.5	25.5	21.5	17.5	22.5	17.5	30.5	21.5	33.5	39.5	45.5	22.5	29.5	17.5	27.5	22.5	21.5	42.5	28.5	32.5
MID	35.5	26.5	30.5	22.5	32.5	22.5	39.5	36.5	36.5	41.5	47.5	25.5	34.5	20.5	36.5	25.5	31.5	43.5	31.5	37.5
HIGH	50.5	27.5	36.5	28.5	32.5	28.5	48.5	40.5	41.5	52.5	53.5	35.5	45.5	22.5	42.5	28.5	32.5	62.5	32.5	38.5
START	35.2	24.2	24.3	24.7	21.6	25.4	36.6	34.8	32.1	40.8	46.1	26.5	35.1	16.7	32.2	22.4	23.9	45.9	26.8	32.5
NO. COMPANIES	19	4	11	7	5	4	15	3	11	10	5	5	10	6	19	8	11	6	9	8
NO. EMPLOYEES	23	5	11	7	5	4	15	3	12	17	9	5	10	6	22	8	16	9	104	41

BINGHAMTON, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.5	48.3	28.2	24.8	22.7	20.6	38.0	24.3	29.3	49.9	49.6	23.8	32.5	17.9	32.0	24.1	27.4	45.9	26.9	31.7
LOW	30.5	32.5	19.5	16.5	16.5	16.5	27.5	16.5	18.5	44.5	34.5	16.5	19.5	17.5	22.5	17.5	19.5	37.5	26.5	25.5
MID	38.5	37.5	27.5	22.5	24.5	17.5	37.5	17.5	20.5	46.5	45.5	22.5	28.5	17.5	29.5	22.5	27.5	50.5	26.5	34.5
HIGH	46.5	43.5	35.5	33.5	28.5	22.5	48.5	28.5	38.5	57.5	64.5	27.5	42.5	18.5	40.5	29.5	32.5	53.5	26.5	38.5
START	36.4	32.3	24.5	22.9	19.1	17.5	34.6	27.4	24.1	45.0	43.1	18.1	27.2	18.2	27.9	26.4	22.8	39.6	22.7	26.2
NO. COMPANIES	16	4	10	9	8	6	15	8	10	11	11	4	15	2	20	6	12	9	10	11
NO. EMPLOYEES	17	4	11	15	33	32	17	8	11	13	11	4	15	2	22	6	15	11	114	39

BOSTON, MA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.2	49.1	40.6	35.1	25.3	25.4	53.1	46.7	34.7	46.1	51.1	37.5	47.0	27.9	48.1		20.1	52.7	32.0	44.1
LOW	32.5	39.5	27.5	24.5	20.5	21.5	47.5	35.5	23.5	43.5	46.5	24.5	30.5	24.5	41.5		19.5	40.5	25.5	41.5
MID	45.5	48.5	47.5	35.5	24.5	24.5	50.5	41.5	26.5	44.5	50.5	34.5	49.5	26.5	47.5		19.5	42.5	30.5	41.5
HIGH	50.5	58.5	53.5	46.5	24.5	25.5	54.5	50.5	39.5	57.5	57.5	50.5	55.5	34.5	52.5		21.5	52.5	35.5	47.5
START	34.7	36.4	32.8	29.5	21.1	23.2	39.9	40.5	27.1	37.5	43.9	31.7	42.3	24.0	42.5		18.7	74.6	29.5	47.7
NO. COMPANIES	15	6	7	11	9	8	8	8	4	5	7	12	8	9	9		2	4	4	2
NO. EMPLOYEES	35	8	8	11	10	10	11	10	13	7	22	23	8	9	14		2	6	27	4

BUFFALO, NY

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.7	35.3	29.9	29.2	23.1	22.4	38.4	32.0	32.0	45.3	48.0	30.5	33.6	20.0	36.6	33.0	29.1	45.8	27.7	34.2
LOW	28.5	25.5	21.5	23.5	17.5	16.5	22.5	29.5	24.5	38.5	42.5	22.5	27.5	16.5	31.5	29.5	23.5	39.5	24.5	29.5
MID	32.5	32.5	29.5	30.5	21.5	17.5	36.5	33.5	32.5	47.5	46.5	27.5	34.5	19.5	36.5	33.5	26.5	45.5	28.5	32.5
HIGH	44.5	37.5	34.5	33.5	26.5	26.5	48.5	35.5	42.5	54.5	53.5	35.5	37.5	23.5	40.5	36.5	30.5	52.5	31.5	38.5
START	28.7	30.6	26.1	24.4	18.9	18.8	32.5	27.4	27.6	33.4	40.1	27.0	26.8	17.0	29.9	28.0	22.7	43.7	23.8	30.4
NO. COMPANIES	36	12	24	15	17	8	30	11	19	21	14	15	19	10	32	12	18	18	25	20
NO. EMPLOYEES	50	18	24	15	21	8	31	14	39	40	22	16	19	10	40	15	21	23	210	59

HARRISBURG, PA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.7	34.1	31.8	30.4	26.0	23.7	42.2	35.0	38.3	41.1	45.6	29.0	38.6	23.6	40.3	32.1	27.5	54.2	25.7	38.1
LOW	30.5	26.5	23.5	22.5	18.5	17.5	28.5	27.5	28.5	30.5	37.5	21.5	29.5	17.5	32.5	24.5	20.5	28.5	23.5	33.5
MID	39.5	32.5	28.5	29.5	22.5	27.5	41.5	30.5	38.5	35.5	42.5	28.5	35.5	22.5	41.5	33.5	27.5	44.5	26.5	37.5
HIGH	45.5	40.5	36.5	39.5	34.5	28.5	51.5	40.5	42.5	45.5	58.5	33.5	44.5	27.5	46.5	37.5	32.5	75.5	28.5	42.5
START	34.2	29.9	24.0	24.4	21.9	20.6	35.2	29.5	33.0	31.4	38.2	26.9	30.6	17.1	33.4	26.7	21.6	46.6	22.5	30.4
NO. COMPANIES	40	15	13	17	21	7	30	14	12	16	14	16	20	15	19	14	13	7	12	9
NO. EMPLOYEES	51	19	14	41	27	9	33	15	20	42	27	144	25	194	30	25	28	30	235	56

HARTFORD, CT

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.2	44.0		29.2	26.8	20.7	51.7	33.0	30.7	48.4	67.5	35.3	40.0	22.8	34.6		22.2		25.8	33.9
LOW	32.5	37.5		17.5	24.5	17.5	26.5	26.5	25.5	41.5	59.5	30.5	33.5	20.5	27.5		20.5		21.5	30.5
MID	35.5	37.5		22.5	24.5	20.5	40.5	26.5	25.5	42.5	62.5	35.5	37.5	20.5	37.5		21.5		21.5	30.5
HIGH	39.5	43.5		33.5	29.5	23.5	68.5	40.5	36.5	52.5	72.5	36.5	42.5	23.5	38.5		25.5		30.5	37.5
START	32.6	35.8		21.3	0.0	18.5	42.8	33.5	25.6	37.1	63.1	29.6	33.7	19.7	31.6		20.3		22.8	29.2
NO. COMPANIES	9	6		4	2	3	8	2	2	4	4	5	5	6	8		3		2	2
NO. EMPLOYEES	15	8		4	2	5	8	2	3	5	5	5	5	6	8		7		7	4

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

LANCASTER, PA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.8	38.1	27.6	25.7	24.8	25.4	38.9	29.6	28.0	45.0	45.9	35.0	36.5	22.0	32.0	30.3	27.0	45.3	27.9	37.1
LOW	27.5	32.5	24.5	20.5	20.5	20.5	24.5	24.5	21.5	30.5	30.5	26.5	28.5	16.5	26.5	24.5	19.5	35.5	23.5	28.5
MID	36.5	40.5	24.5	28.5	26.5	22.5	37.5	25.5	23.5	40.5	40.5	29.5	37.5	20.5	28.5	30.5	23.5	42.5	27.5	39.5
HIGH	51.5	43.5	30.5	29.5	28.5	33.5	45.5	28.5	29.5	56.5	57.5	36.5	41.5	26.5	36.5	35.5	26.5	48.5	31.5	46.5
START	33.5	31.2	23.9	21.8	19.8	19.0	31.8	23.8	25.6	36.8	35.0	26.9	27.9	18.9	28.2	25.3	18.2	39.8	22.3	31.4
NO. COMPANIES	27	7	13	7	9	7	33	13	12	10	15	12	17	8	22	14	16	16	17	14
NO. EMPLOYEES	30	7	13	7	9	7	33	13	12	28	24	13	20	8	24	15	21	17	121	130

MONTGOMERY COUNTY, PA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	44.4	44.9	41.3	31.5	27.1	29.1	44.1	36.3	36.7	53.4	52.3	35.1	37.9	22.9	40.2	40.0	28.6	54.3	29.2	35.5
LOW	34.5	39.5	34.5	25.5	22.5	23.5	33.5	26.5	27.5	43.5	42.5	27.5	34.5	22.5	31.5	37.5	22.5	46.5	24.5	31.5
MID	42.5	44.5	39.5	33.5	24.5	28.5	43.5	35.5	36.5	52.5	50.5	34.5	35.5	23.5	40.5	38.5	28.5	54.5	29.5	33.5
HIGH	51.5	51.5	46.5	36.5	33.5	37.5	56.5	44.5	41.5	58.5	60.5	39.5	44.5	24.5	48.5	46.5	32.5	59.5	32.5	38.5
START	39.9	40.6	33.9	29.7	27.7	28.0	37.9	35.4	32.1	41.2	43.6	32.4	31.8	21.3	36.9	35.2	25.3	52.0	29.0	30.0
NO. COMPANIES	30	10	14	17	15	10	26	10	20	24	19	18	15	10	26	14	16	14	13	16
NO. EMPLOYEES	42	10	19	17	15	10	28	11	35	75	47	21	19	10	28	21	24	21	97	37

NEWARK AREA, NJ (METRO)

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	47.8	49.8	40.2	35.3	27.9	27.4	51.7	37.1	34.6	57.0	51.6	41.3	41.7	23.5	42.5	38.5	34.2	52.4	32.7	47.1
LOW	37.5	39.5	30.5	28.5	24.5	26.5	38.5	29.5	26.5	35.5	31.5	31.5	38.5	19.5	37.5	29.5	22.5	46.5	29.5	29.5
MID	47.5	46.5	38.5	31.5	27.5	28.5	52.5	39.5	34.5	47.5	42.5	44.5	41.5	23.5	44.5	41.5	31.5	46.5	30.5	51.5
HIGH	56.5	56.5	50.5	39.5	31.5	29.5	60.5	42.5	37.5	59.5	65.5	47.5	44.5	24.5	47.5	44.5	37.5	57.5	37.5	60.5
START	40.4	36.5	41.0	29.8	25.7	31.1	46.6	32.2	34.0	36.8	45.2	34.8	33.1	22.5	31.1	36.7	28.9	53.0	25.2	33.8
NO. COMPANIES	18	11	13	14	16	10	15	12	11	4	10	11	17	10	14	10	7	2	3	3
NO. EMPLOYEES	33	13	17	16	19	12	17	15	15	6	14	11	22	12	20	17	15	2	20	3

NEW HAMPSHIRE

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.7	51.4	29.4	33.7	26.2	28.6	44.7	41.5	34.1	53.6	48.5	34.8	28.8	20.4	33.6	28.0	24.9	57.8	28.3	40.0
LOW	37.5	34.5	16.5	24.5	16.5	18.5	32.5	32.5	28.5	37.5	37.5	23.5	24.5	16.5	26.5	21.5	19.5	48.5	23.5	32.5
MID	42.5	51.5	16.5	24.5	16.5	21.5	40.5	40.5	30.5	39.5	42.5	33.5	26.5	18.5	32.5	26.5	21.5	54.5	27.5	41.5
HIGH	44.5	68.5	47.5	51.5	41.5	41.5	50.5	52.5	34.5	65.5	47.5	36.5	36.5	20.5	41.5	36.5	28.5	66.5	32.5	41.5
START	33.0	41.4	24.1	31.7	19.5	22.4	38.5	38.1	26.7	42.2	45.4	35.1	23.6	16.2	28.8	28.5	21.5	46.6	25.7	35.1
NO. COMPANIES	10	3	2	3	6	5	9	5	4	4	4	4	6	4	9	3	5	6	7	4
NO. EMPLOYEES	15	3	2	3	6	9	12	5	4	6	4	6	18	4	13	6	5	8	87	29

NEW YORK, NY

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.8	53.1	41.1	34.4	25.7	24.9	53.7	38.0	33.0	43.9	48.7	41.2	45.0	26.4	36.9	40.4				
LOW	37.5	42.5	38.5	26.5	23.5	22.5	43.5	30.5	27.5	36.5	29.5	35.5	17.5	21.5	29.5	36.5				
MID	44.5	47.5	38.5	30.5	25.5	22.5	48.5	33.5	29.5	42.5	36.5	37.5	37.5	24.5	35.5	38.5				
HIGH	46.5	55.5	43.5	33.5	28.5	27.5	58.5	43.5	36.5	53.5	75.5	39.5	62.5	29.5	37.5	46.5				
START	31.2	42.2	0.0	25.6	23.1	26.1	42.8	29.5	37.0	39.7	39.4	34.8	33.5	24.4	30.0	32.9				
NO. COMPANIES	15	5	2	9	7	2	10	11	4	3	3	9	4	13	8	3				
NO. EMPLOYEES	17	9	2	9	7	2	11	13	5	4	4	10	4	18	8	3				

PHILADELPHIA, PA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.5	34.5	33.4	29.1	26.0	31.9	42.6		30.7	63.4	47.3	31.1	35.2	20.6	36.7	31.3	24.1			
LOW	31.5	27.5	24.5	25.5	21.5	27.5	28.5		25.5	46.5	36.5	25.5	31.5	16.5	32.5	30.5	22.5			
MID	38.5	32.5	34.5	29.5	25.5	27.5	40.5		28.5	46.5	44.5	26.5	36.5	19.5	32.5	30.5	24.5			
HIGH	40.5	38.5	35.5	30.5	28.5	35.5	48.5		41.5	75.5	60.5	37.5	37.5	23.5	42.5	32.5	26.5			
START	35.2	31.2	31.2	26.1	25.1	26.6	37.4		26.6	0.0	36.1	25.8	28.1	18.5	31.2	33.7	24.6			
NO. COMPANIES	12	4	4	4	6	2	8		9	2	9	9	3	8	6	2	3			
NO. EMPLOYEES	19	14	4	5	7	2	11		17	2	12	9	3	9	6	2	9			

PITTSBURGH, PA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.0	46.2	41.9	33.8	26.2	33.7	40.4	38.1	42.9	50.2	44.8	33.4	38.2	18.1	37.6					41.6
LOW	34.5	40.5	27.5	31.5	25.5	31.5	20.5	27.5	29.5	35.5	32.5	20.5	36.5	16.5	35.5					36.5
MID	38.5	44.5	35.5	32.5	27.5	31.5	40.5	32.5	43.5	53.5	43.5	25.5	36.5	16.5	38.5					36.5
HIGH	47.5	45.5	35.5	32.5	29.5	36.5	45.5	54.5	55.5	60.5	58.5	44.5	40.5	21.5	40.5					46.5
START	35.0	40.9	34.8	29.8	23.2	28.7	33.1	40.1	37.0	40.9	33.2	26.0	33.3	15.0	32.3					33.1
NO. COMPANIES	9	6	4	4	5	2	12	3	3	7	5	6	2	2	6					2
NO. EMPLOYEES	11	9	4	4	5	2	13	3	4	17	6	6	2	2	8					16

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

PORTLAND, ME

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.0	36.7		28.2	23.3	26.2	37.1	33.3	33.9	37.3	35.2	31.0	37.4	27.4	33.7	26.3	27.4			32.8
LOW	28.5	35.5		28.5	20.5	23.5	33.5	27.5	24.5	25.5	35.5	24.5	30.5	24.5	27.5	18.5	26.5			28.5
MID	33.5	36.5		28.5	23.5	23.5	37.5	30.5	34.5	36.5	35.5	30.5	38.5	24.5	28.5	28.5	26.5			35.5
HIGH	39.5	38.5		28.5	26.5	28.5	39.5	42.5	42.5	42.5	35.5	36.5	43.5	30.5	40.5	32.5	28.5			35.5
START	26.1	30.8		22.6	19.6	21.6	32.3	27.1	28.1	31.7	29.3	24.7	30.6	21.6	27.2	21.0	23.2			26.3
NO. COMPANIES	5	3		2	3	2	5	3	6	4	2	8	3	2	5	3	2			3
NO. EMPLOYEES	5				5		5		7		2		3		5		7			
		3		2		2		3		8		8		2		8				7

PROVIDENCE, RI

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.1	41.3	28.8	26.9	20.7		33.3		26.9	53.7	51.0	32.2	27.4		36.4	26.9	23.5	42.9	25.5	23.5
LOW	31.5	33.5	28.5	16.5	18.5		24.5		18.5	30.5	22.5	29.5	16.5		31.5	17.5	16.5	30.5	23.5	20.5
MID	33.5	35.5	28.5	25.5	18.5		32.5		27.5	50.5	22.5	30.5	22.5		32.5	28.5	26.5	43.5	23.5	21.5
HIGH	45.5	55.5	30.5	30.5	23.5		40.5		35.5	54.5	75.5	32.5	35.5		34.5	30.5	28.5	43.5	27.5	22.5
START	31.1	26.4	26.2	22.9	20.4		29.5		25.2	43.3	51.0	22.7	26.6		29.3	25.1	23.9	36.6	23.0	22.6
NO. COMPANIES	9	3	3	4	2		6		3	4	2	6	4		4	4	3	4	2	4
NO. EMPLOYEES	9		3		2		9		3		2		8		4		3		9	
		5		4						5		7				4		5		17

READING, PA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.1	34.3	33.4	33.8	27.2	25.8	42.3	38.1	32.5	51.3	50.3	33.8	41.5	17.1	40.1	34.5	24.8	54.5	28.8	33.2
LOW	28.5	30.5	27.5	24.5	17.5	16.5	28.5	31.5	24.5	43.5	34.5	25.5	33.5	16.5	30.5	28.5	20.5	43.5	24.5	24.5
MID	36.5	31.5	33.5	33.5	26.5	25.5	42.5	33.5	27.5	47.5	53.5	28.5	41.5	16.5	42.5	32.5	24.5	53.5	28.5	34.5
HIGH	44.5	44.5	37.5	37.5	34.5	34.5	47.5	47.5	38.5	60.5	62.5	36.5	49.5	20.5	48.5	39.5	26.5	63.5	32.5	41.5
START	30.3	33.5	29.3	28.9	23.5	25.4	37.7	28.3	25.3	49.8	44.6	28.2	32.4	16.6	33.7	27.8	22.7	39.4	25.0	28.7
NO. COMPANIES	27	6	17	12	10	7	21	7	14	16	11	13	18	4	22	13	21	19	19	19
NO. EMPLOYEES	32		23		11		21		18		14		19		32		36		222	
		6		12		6		7		21		15		4		13		26		77

ROCHESTER, NY

	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.7	43.8	34.6	31.0	24.9	22.8	53.2	43.5	35.5	47.0	44.3	38.8	38.4	25.7	35.6		24.8		31.1	39.1
LOW	28.5	40.5	27.5	27.5	21.5	20.5	42.5	30.5	25.5	38.5	42.5	25.5	23.5	20.5	23.5		19.5		20.5	34.5
MID	35.5	40.5	31.5	28.5	22.5	21.5	51.5	38.5	30.5	45.5	45.5	34.5	42.5	24.5	30.5		20.5		28.5	35.5
HIGH	39.5	47.5	45.5	31.5	25.5	22.5	66.5	62.5	40.5	57.5	51.5	50.5	42.5	27.5	40.5		30.5		36.5	47.5
START	29.4	29.2	26.9	21.6	19.5	16.6	35.5	30.2	27.1	31.7	33.1	29.9	31.3	20.8	28.7		17.7		20.0	0.0
NO. COMPANIES	16	2	3	7	4	4	6	7	7	13	6	5	4	6	12		6		4	3
NO. EMPLOYEES	20	2	3	7	4	4	6	7	13	20	6	5	4	6	13		9		117	15

STAMFORD, CT

	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.3	44.8	40.1	36.3	27.4		48.9		34.9	61.5	60.1	42.9	42.3	21.3	39.2	33.8	27.3	66.4	30.7	37.2
LOW	34.5	37.5	32.5	33.5	23.5		47.5		30.5	47.5	42.5	37.5	40.5	17.5	29.5	27.5	22.5	52.5	29.5	32.5
MID	44.5	38.5	38.5	39.5	27.5		47.5		33.5	62.5	57.5	41.5	42.5	22.5	36.5	33.5	27.5	52.5	31.5	32.5
HIGH	47.5	56.5	46.5	39.5	28.5		52.5		41.5	75.5	75.5	43.5	46.5	24.5	38.5	41.5	29.5	75.5	31.5	41.5
START	35.5	39.5	37.4	27.0	21.2		42.9		27.5	40.5	45.9	36.9	32.5	20.6	33.8	24.3	21.4	65.0	27.9	29.0
NO. COMPANIES	9	5	5	5	4		4		3	3	3	4	6	5	4	3	4	2	3	2
NO. EMPLOYEES	10	10	5	5	5		4		3	6	4	4	6	7	4	3	4	2	19	2

SYRACUSE, NY

	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	44.7	49.0	26.9	40.3	28.6	25.6	46.8	37.1	40.4	42.9	47.6	42.4	39.6	23.3	37.4	38.3			35.3	55.9
LOW	37.5	46.5	23.5	37.5	19.5	16.5	31.5	27.5	29.5	25.5	36.5	34.5	30.5	18.5	29.5	19.5			30.5	40.5
MID	42.5	47.5	26.5	39.5	22.5	22.5	51.5	31.5	38.5	38.5	44.5	41.5	38.5	21.5	34.5	40.5			32.5	40.5
HIGH	48.5	50.5	31.5	44.5	35.5	38.5	56.5	31.5	51.5	50.5	49.5	46.5	40.5	28.5	44.5	55.5			42.5	71.5
START	36.8	41.1	24.7	27.3	20.9	23.8	33.8	27.1	28.0	34.2	44.6	28.7	30.5	17.8	29.6	32.9			28.9	32.2
NO. COMPANIES	9	5	3	5	4	3	8	4	5	4	4	4	8	6	6	3			3	2
NO. EMPLOYEES	9	5	3	5	5	4	8	4	5	5	4	4	8	6	6	3			77	14

WASHINGTON, DC

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.3	44.8	32.9	27.7	27.7	25.8	41.8	28.8	42.8	42.4	53.3	34.5	25.6	24.6	34.9	35.2	23.8	45.3	32.5	39.7
LOW	33.5	29.5	16.5	20.5	25.5	22.5	30.5	23.5	37.5	30.5	42.5	28.5	22.5	19.5	22.5	33.5	16.5	37.5	28.5	32.5
MID	38.5	38.5	34.5	29.5	26.5	22.5	36.5	24.5	39.5	35.5	49.5	33.5	24.5	26.5	32.5	34.5	23.5	37.5	28.5	32.5
HIGH	48.5	49.5	48.5	31.5	32.5	25.5	51.5	32.5	47.5	50.5	65.5	40.5	26.5	28.5	47.5	37.5	24.5	53.5	36.5	47.5
START	34.9	36.6	25.8	26.8	23.6	19.2	34.4	25.8	33.9	33.9	41.5	27.2	19.2	23.4	29.6	28.5	20.1	45.0	30.7	27.0
NO. COMPANIES	20	5	3	5	7	5	12	4	6	8	6	16	5	9	8	6	4	2	2	2
NO. EMPLOYEES	24	5	3	5	10	5	13	6	7	20	8	25	5	11	12	7	4	3	12	2

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

WESTCHESTER, NY

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.1	57.4	36.0	30.3	28.7	25.8	45.7	38.5	35.8	51.7	54.0	31.9	41.1	22.4	40.9	40.7	24.1	44.7	30.0	42.0
LOW	30.5	42.5	28.5	22.5	24.5	20.5	28.5	31.5	27.5	30.5	44.5	23.5	34.5	20.5	31.5	35.5	20.5	32.5	23.5	29.5
MID	35.5	50.5	35.5	28.5	26.5	25.5	41.5	36.5	33.5	52.5	50.5	28.5	42.5	22.5	39.5	38.5	23.5	44.5	24.5	30.5
HIGH	49.5	70.5	44.5	35.5	29.5	28.5	55.5	45.5	45.5	66.5	67.5	35.5	50.5	23.5	51.5	46.5	28.5	55.5	30.5	33.5
START	34.0	42.2	31.3	23.0	21.1	21.3	35.5	29.5	29.6	41.2	44.3	26.5	37.1	20.8	29.6	35.5	21.3	33.5	20.5	26.5
NO. COMPANIES	32	7	19	14	15	14	28	10	17	16	14	12	15	11	19	11	6	7	6	4
NO. EMPLOYEES	38	7	19	16	15	14	30	10	18	27	22	13	15	14	19	17	8	10	121	13

WILMINGTON, DE

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.9		26.5	27.1	26.9	25.6	36.9	25.0	32.5	36.3	49.8	33.6	46.8	22.0	31.8	31.5	23.5	47.4	27.3	37.0
LOW	25.5		20.5	21.5	26.5	23.5	28.5	18.5	29.5	26.5	42.5	22.5	40.5	16.5	18.5	19.5	16.5	42.5	24.5	28.5
MID	38.5		25.5	27.5	26.5	23.5	37.5	25.5	31.5	34.5	45.5	30.5	45.5	24.5	31.5	32.5	25.5	42.5	24.5	28.5
HIGH	43.5		28.5	28.5	27.5	27.5	45.5	31.5	36.5	38.5	61.5	33.5	48.5	28.5	35.5	43.5	31.5	52.5	33.5	45.5
START	30.5		25.9	21.4	23.1	23.4	30.9	20.8	28.8	28.0	34.1	25.8	30.1	18.0	29.5	27.8	19.3	40.1	22.1	28.9
NO. COMPANIES	11		5	4	2	2	7	3	5	4	3	4	5	5	8	3	6	2	3	2
NO. EMPLOYEES	12		7	4	2	2	7	3	18	11	3	4	5	5	8	3	12	8	55	13

YORK, PA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.5	40.0	29.7	23.8	22.5	19.5	37.5	31.0	30.6	49.5	49.2	28.0	35.6	17.5	32.9	29.7	24.0	51.4	26.9	31.1
LOW	28.5	29.5	21.5	17.5	16.5	16.5	24.5	24.5	25.5	30.5	39.5	20.5	26.5	16.5	28.5	23.5	17.5	40.5	21.5	29.5
MID	37.5	36.5	25.5	22.5	20.5	16.5	33.5	29.5	28.5	51.5	47.5	28.5	35.5	16.5	33.5	28.5	21.5	51.5	26.5	32.5
HIGH	42.5	53.5	37.5	24.5	28.5	23.5	48.5	35.5	35.5	52.5	53.5	34.5	41.5	16.5	37.5	36.5	30.5	60.5	30.5	35.5
START	30.7	36.5	23.7	21.7	16.3	14.8	33.5	27.4	23.8	37.4	40.0	23.0	29.0	18.1	28.9	26.5	21.8	45.5	21.2	25.7
NO. COMPANIES	21	11	18	12	11	4	22	8	15	7	13	10	13	8	19	9	12	15	14	10
NO. EMPLOYEES	31	17	19	12	12	5	23	8	17	31	13	13	14	8	22	9	16	21	155	71

EAST CENTRAL UNITED STATES

AKRON-CANTON, OH

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.7	46.6	39.4	38.6	31.1	28.6	54.2	36.4	44.9	50.3	48.3	39.4	43.7	24.5	44.6	33.8	27.5	63.0	36.1	41.5
LOW	35.5	43.5	28.5	28.5	24.5	21.5	42.5	28.5	29.5	41.5	43.5	30.5	35.5	18.5	35.5	26.5	19.5	61.5	28.5	33.5
MID	41.5	45.5	31.5	35.5	31.5	26.5	57.5	32.5	42.5	48.5	47.5	38.5	45.5	24.5	45.5	34.5	24.5	65.5	32.5	41.5
HIGH	48.5	51.5	49.5	46.5	35.5	36.5	60.5	44.5	56.5	60.5	50.5	41.5	48.5	27.5	51.5	42.5	31.5	69.5	44.5	45.5
START	34.9	38.6	34.0	30.5	24.5	27.2	40.4	30.6	35.9	43.8	35.1	31.4	36.2	20.0	36.3	26.1	21.9	53.3	27.3	33.0
NO. COMPANIES	13	10	12	12	12	6	16	15	8	7	4	9	11	9	16	10	12	5	9	8
NO. EMPLOYEES	27	13	13	12	12	8	17	17	18	11	9	11	16	10	28	23	24	14	204	32

BATTLECREEK-KALAMAZOO, MI

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.0	42.7	31.1	31.7	29.6	31.6	42.4	33.8	32.3	47.3	49.8	37.2	38.3	24.7	37.9	30.9	27.7	48.8	31.3	37.5
LOW	27.5	33.5	26.5	22.5	23.5	26.5	24.5	27.5	21.5	35.5	35.5	23.5	34.5	20.5	28.5	26.5	21.5	41.5	26.5	30.5
MID	36.5	42.5	32.5	30.5	28.5	29.5	39.5	31.5	30.5	45.5	41.5	34.5	37.5	24.5	31.5	28.5	27.5	46.5	31.5	37.5
HIGH	49.5	46.5	35.5	37.5	29.5	31.5	56.5	32.5	36.5	52.5	62.5	48.5	44.5	29.5	49.5	39.5	31.5	54.5	35.5	41.5
START	37.3	35.6	27.7	29.4	26.6	26.8	36.2	29.4	30.7	39.8	44.9	31.9	32.2	21.8	31.7	27.8	25.0	47.4	27.9	30.7
NO. COMPANIES	30	8	13	12	10	7	25	9	12	16	14	16	15	11	23	7	15	11	18	12
NO. EMPLOYEES	38	11	15	12	10	9	34	16	13	25	20	49	26	11	26	11	20	14	182	54

CHICAGO, IL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.1	41.5	37.6	29.6	24.2	30.0	40.2	32.2	36.8	46.2	53.9	35.5	35.2	23.5	37.3	34.8	26.5	50.4	34.6	41.6
LOW	36.5	35.5	29.5	24.5	22.5	27.5	31.5	26.5	27.5	38.5	44.5	28.5	27.5	20.5	31.5	28.5	18.5	46.5	31.5	36.5
MID	40.5	40.5	35.5	30.5	23.5	30.5	41.5	28.5	34.5	45.5	58.5	35.5	31.5	23.5	35.5	34.5	22.5	48.5	33.5	36.5
HIGH	46.5	46.5	37.5	34.5	26.5	34.5	44.5	38.5	43.5	55.5	60.5	41.5	42.5	26.5	44.5	41.5	35.5	48.5	35.5	46.5
START	34.4	34.7	29.8	25.9	23.1	25.7	35.6	29.3	28.8	38.4	44.0	29.9	25.8	21.2	30.5	29.6	21.3	41.3	28.2	31.2
NO. COMPANIES	34	14	16	14	14	9	26	13	19	15	15	26	13	21	22	7	10	5	6	2
NO. EMPLOYEES	41	14	17	14	17	13	31	16	21	91	19	31	14	22	27	23	28	16	101	28

CHICAGO (NORTH/WEST), IL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.0	44.4	37.4	32.6	27.9	29.7	42.8	40.1	33.4	55.5	51.4	36.0	41.7	24.4	40.9	36.5	29.5	53.4	31.0	38.5
LOW	34.5	33.5	31.5	26.5	22.5	20.5	34.5	33.5	28.5	45.5	40.5	30.5	34.5	20.5	33.5	31.5	29.5	47.5	28.5	36.5
MID	39.5	45.5	36.5	29.5	29.5	27.5	41.5	34.5	32.5	52.5	52.5	35.5	41.5	24.5	43.5	36.5	30.5	53.5	30.5	37.5
HIGH	47.5	50.5	42.5	37.5	33.5	33.5	46.5	50.5	36.5	72.5	56.5	39.5	47.5	27.5	47.5	39.5	31.5	60.5	31.5	41.5
START	34.4	35.6	29.5	25.0	22.7	26.9	35.2	31.9	27.5	44.8	41.2	30.5	31.6	18.3	33.2	24.6	21.6	45.9	26.7	34.4
NO. COMPANIES	28	13	19	17	15	11	21	9	16	11	13	18	15	11	18	9	10	11	13	6
NO. EMPLOYEES	31	18	24	18	15	11	22	11	19	52	27	23	15	10	28	11	17	14	122	10

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

CINCINNATI, OH

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.5	52.2	34.9	30.4	26.9	23.3	44.3	34.4	34.0	52.6	45.0	34.3	39.6	22.9	37.0	36.6	26.7	45.8	34.3	36.0
LOW	30.5	50.5	23.5	24.5	23.5	21.5	31.5	25.5	31.5	46.5	36.5	26.5	33.5	18.5	31.5	30.5	22.5	37.5	28.5	29.5
MID	37.5	51.5	35.5	29.5	25.5	22.5	42.5	31.5	32.5	50.5	42.5	32.5	39.5	20.5	36.5	35.5	25.5	42.5	32.5	34.5
HIGH	45.5	56.5	43.5	33.5	29.5	25.5	53.5	39.5	38.5	60.5	51.5	42.5	44.5	24.5	39.5	42.5	31.5	51.5	37.5	41.5
START	31.0	40.4	26.1	25.5	22.2	20.4	34.2	26.8	29.1	41.5	37.5	27.8	31.1	18.3	28.9	29.6	21.7	42.7	23.8	28.4
NO. COMPANIES	33	7	17	25	19	6	22	15	9	14	14	16	15	12	24	14	16	16	18	12
NO. EMPLOYEES	38	7	17	25	19	6	22	42	10	42	34	26	16	13	24	16	28	19	150	52

CLEVELAND, OH

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	50.4	45.0	43.0	28.9	29.1		45.8				60.2	39.7			57.3	39.5				
LOW	46.5	43.5	32.5	16.5	19.5		27.5				36.5	28.5			33.5	36.5				
MID	47.5	43.5	35.5	22.5	19.5		33.5				36.5	29.5			58.5	36.5				
HIGH	54.5	47.5	61.5	31.5	39.5		48.5				75.5	61.5			75.5	42.5				
START	39.2	37.3	35.1	0.0	0.0		48.1				36.5	25.7			26.3	0.0				
NO. COMPANIES	5	2	3	4	2		4				2	3			3	2				
NO. EMPLOYEES	6	2	3	5	3		8				2	4			3	2				

COLUMBUS, OH

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.6	47.1	37.5	35.1	30.1	23.3	44.0	35.0	31.9	51.3	50.8	36.9	40.3	26.8	41.3	34.2	28.6	50.8	29.5	37.9
LOW	33.5	41.5	26.5	26.5	24.5	20.5	28.5	26.5	25.5	42.5	40.5	29.5	26.5	22.5	32.5	28.5	24.5	40.5	26.5	32.5
MID	39.5	46.5	36.5	37.5	28.5	22.5	42.5	33.5	28.5	50.5	43.5	35.5	40.5	25.5	40.5	31.5	28.5	49.5	28.5	34.5
HIGH	46.5	51.5	46.5	41.5	33.5	28.5	50.5	43.5	37.5	58.5	62.5	43.5	48.5	29.5	49.5	41.5	32.5	63.5	32.5	41.5
START	33.9	36.7	29.2	29.9	25.3	20.0	36.5	28.6	26.9	43.7	41.2	30.2	31.4	22.0	31.2	29.9	24.9	40.6	25.0	31.4
NO. COMPANIES	53	12	19	15	23	7	38	15	20	33	22	20	20	13	39	18	22	21	31	20
NO. EMPLOYEES	64	16	22	16	23	7	42	19	29	64	36	21	31	13	45	20	35	25	265	61

DAYTON, OH

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.4	42.9	36.9	33.6	28.1	30.0	45.5	30.4	34.7	48.9	52.4	34.4	40.2	20.6	40.3	32.0	27.9	48.1	30.0	36.0
LOW	30.5	36.5	28.5	27.5	22.5	25.5	39.5	24.5	25.5	39.5	35.5	22.5	30.5	16.5	33.5	24.5	22.5	34.5	26.5	33.5
MID	40.5	39.5	37.5	29.5	25.5	33.5	40.5	26.5	31.5	43.5	52.5	30.5	35.5	23.5	45.5	33.5	27.5	50.5	29.5	34.5
HIGH	45.5	49.5	46.5	40.5	33.5	36.5	50.5	41.5	42.5	65.5	65.5	41.5	43.5	26.5	46.5	34.5	32.5	57.5	32.5	36.5
START	31.9	37.3	30.3	26.8	22.8	28.3	36.1	21.6	28.4	40.9	39.9	30.4	31.7	21.7	30.9	27.9	20.3	41.8	23.2	27.8
NO. COMPANIES	18	8	13	10	10	5	16	6	9	9	8	4	9	3	18	8	7	8	12	6
NO. EMPLOYEES	21	8	13	10	10	5	18	6	15	49	8	6	9	3	18	11	9	12	100	14

DETROIT, MI

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.0	37.5	31.7	29.5	24.3	27.0	46.3	28.3	39.5	49.7	37.2	27.6	40.8	26.3	35.6		33.4	48.8	31.6	31.7
LOW	35.5	21.5	28.5	26.5	22.5	23.5	38.5	23.5	22.5	39.5	30.5	19.5	33.5	16.5	28.5		29.5	37.5	26.5	19.5
MID	36.5	44.5	32.5	28.5	23.5	24.5	42.5	27.5	39.5	50.5	30.5	25.5	35.5	31.5	35.5		30.5	49.5	28.5	33.5
HIGH	49.5	46.5	35.5	33.5	25.5	26.5	52.5	30.5	40.5	53.5	44.5	30.5	44.5	31.5	39.5		40.5	61.5	29.5	33.5
START	31.2	26.0	24.4	26.4	18.8	21.7	37.7	26.8	33.2	33.8	26.6	20.5	31.6	22.6	30.8		24.6	33.7	21.5	24.6
NO. COMPANIES	10	3	5	6	6	4	10	5	4	6	2	7	6	3	5		3	5	4	4
NO. EMPLOYEES	12	3	7	6	6	4	11	5	4	32	2	9	6	3	6		8	5	54	20

EVANSVILLE, IN

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.7	35.3	33.3	25.7	24.0	27.4	40.8	36.8	35.3	50.4	44.8		37.2	21.7	37.4	34.2	25.2	55.8	31.8	39.1
LOW	30.5	29.5	25.5	18.5	18.5	21.5	27.5	28.5	30.5	20.5	41.5		31.5	16.5	32.5	26.5	18.5	44.5	25.5	37.5
MID	35.5	31.5	31.5	25.5	20.5	21.5	39.5	30.5	34.5	40.5	43.5		36.5	18.5	37.5	31.5	21.5	46.5	31.5	40.5
HIGH	39.5	36.5	37.5	29.5	24.5	33.5	49.5	37.5	35.5	51.5	55.5		42.5	31.5	45.5	38.5	31.5	53.5	37.5	44.5
START	28.9	25.8	29.9	21.9	21.7	22.9	32.7	29.0	28.3	30.6	34.1		30.9	17.5	29.2	27.5	18.7	48.7	23.5	27.2
NO. COMPANIES	17	4	11	8	7	2	13	8	9	4	11		9	7	9	6	10	5	7	5
NO. EMPLOYEES	30	4	13	8	7	2	24	9	14	25	20		10	7	13	8	18	10	199	19

FORT WAYNE, IN

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.5	33.3	31.8	28.9	31.8	25.4	39.3	32.1	32.8	42.6	54.5	29.7	39.0	20.9	37.9	32.0	27.5	61.5	30.6	40.7
LOW	34.5	29.5	23.5	19.5	22.5	18.5	26.5	22.5	23.5	22.5	50.5	23.5	33.5	18.5	27.5	18.5	16.5	57.5	27.5	35.5
MID	41.5	31.5	29.5	26.5	32.5	21.5	39.5	28.5	33.5	44.5	55.5	32.5	38.5	18.5	35.5	25.5	31.5	62.5	29.5	39.5
HIGH	47.5	40.5	39.5	35.5	36.5	23.5	43.5	43.5	45.5	52.5	60.5	37.5	48.5	19.5	46.5	38.5	32.5	65.5	31.5	41.5
START	32.9	26.2	24.1	23.2	26.2	20.1	32.0	20.9	25.5	32.9	34.6	23.8	29.0	14.2	31.1	25.0	22.2	44.5	24.8	30.7
NO. COMPANIES	18	7	10	11	9	4	21	10	7	8	9	7	13	5	19	4	11	3	11	9
NO. EMPLOYEES	38	7	11	11	10	4	25	13	15	11	16	7	13	5	27	4	12	4	157	47

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

GRAND RAPIDS, MI

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.0	39.0	37.0	30.1	25.1	25.1	44.3	37.4	32.4	48.8	46.1	37.1	41.2	26.3	40.2	35.3	27.4	44.9	28.3	34.1
LOW	32.5	34.5	30.5	24.5	21.5	20.5	33.5	30.5	24.5	40.5	35.5	28.5	31.5	18.5	36.5	26.5	23.5	36.5	25.5	31.5
MID	37.5	41.5	34.5	28.5	25.5	21.5	40.5	34.5	31.5	42.5	45.5	33.5	42.5	22.5	39.5	31.5	26.5	42.5	28.5	33.5
HIGH	41.5	42.5	46.5	32.5	28.5	30.5	52.5	44.5	37.5	61.5	50.5	40.5	48.5	27.5	43.5	37.5	28.5	45.5	31.5	38.5
START	31.1	31.0	28.1	22.7	20.3	19.6	36.8	28.0	26.2	37.6	38.4	28.6	32.2	21.0	33.1	28.6	22.4	38.8	23.2	28.4
NO. COMPANIES	24	9	12	13	15	11	22	10	12	9	13	12	14	8	20	12	20	12	17	14
NO. EMPLOYEES	27	10	14	13	23	11	23	11	14	14	13	15	14	8	23	15	36	17	208	43

INDIANAPOLIS, IN

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.4	36.6	32.9	27.6	22.7	21.3	37.0	36.4	27.6	41.5	40.8	33.9	30.3	20.9	28.9	32.6	25.9	81.5	27.9	42.8
LOW	27.5	26.5	30.5	23.5	20.5	20.5	26.5	27.5	24.5	28.5	32.5	29.5	26.5	16.5	22.5	24.5	21.5	75.5	23.5	28.5
MID	32.5	35.5	30.5	27.5	22.5	21.5	37.5	30.5	28.5	40.5	42.5	35.5	29.5	20.5	27.5	24.5	22.5	75.5	25.5	28.5
HIGH	46.5	42.5	35.5	28.5	24.5	23.5	42.5	42.5	32.5	46.5	49.5	38.5	30.5	26.5	35.5	41.5	23.5	75.5	29.5	57.5
START	30.4	29.3	23.0	22.3	17.8	16.4	29.7	28.6	24.1	33.0	31.5	26.6	25.2	18.1	22.8	23.9	19.5	0.0	24.2	37.2
NO. COMPANIES	23	11	7	13	9	5	17	8	13	5	11	14	14	11	13	2	4	2	5	2
NO. EMPLOYEES	32	22	8	13	9	8	19	9	18	13	15	14	16	12	13	3	4	2	26	4

ROCKFORD, IL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.3	35.0	28.9	32.8	28.6	31.7	40.7	29.4	33.3	46.3	44.7	31.2	39.9	20.1	38.0	31.0	29.4	48.5	31.9	39.0
LOW	30.5	30.5	27.5	30.5	24.5	28.5	28.5	20.5	23.5	36.5	36.5	24.5	31.5	16.5	28.5	27.5	26.5	39.5	29.5	36.5
MID	35.5	36.5	29.5	33.5	28.5	33.5	37.5	30.5	32.5	47.5	44.5	31.5	41.5	20.5	35.5	29.5	29.5	53.5	31.5	36.5
HIGH	42.5	39.5	32.5	33.5	35.5	33.5	47.5	35.5	40.5	57.5	53.5	39.5	46.5	23.5	46.5	37.5	32.5	56.5	33.5	42.5
START	29.7	30.9	25.7	27.7	25.5	25.3	32.4	25.9	24.8	35.9	35.8	26.6	32.3	14.4	29.1	25.2	23.8	38.4	26.8	34.1
NO. COMPANIES	27	5	15	5	11	3	23	7	11	16	14	7	16	3	22	9	20	16	20	10
NO. EMPLOYEES	33	5	17	5	11	3	23	7	15	28	20	7	17	3	23	10	24	20	199	27

TOLEDO, OH

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.6	42.1	32.2	32.4	28.6	31.5	45.6	32.3	33.0	45.0	50.5	39.0	40.3	21.5	36.6	32.7	30.1	54.5	30.7	42.1
LOW	29.5	38.5	27.5	26.5	19.5	20.5	25.5	26.5	26.5	33.5	33.5	33.5	30.5	16.5	26.5	25.5	24.5	37.5	28.5	35.5
MID	38.5	40.5	29.5	34.5	28.5	35.5	42.5	35.5	33.5	36.5	51.5	36.5	40.5	19.5	39.5	27.5	34.5	54.5	30.5	39.5
HIGH	44.5	46.5	34.5	37.5	36.5	39.5	54.5	39.5	38.5	47.5	70.5	45.5	48.5	24.5	43.5	43.5	35.5	87.5	34.5	46.5
START	33.2	36.7	28.6	26.4	24.5	28.0	36.6	29.7	29.0	35.6	38.1	27.8	31.3	17.7	31.4	25.2	24.9	49.1	27.4	37.2
NO. COMPANIES	29	11	13	12	12	3	20	10	11	12	7	9	11	9	19	7	13	12	17	11
NO. EMPLOYEES	31	13	15	12	12	3	23	10	14	19	7	11	16	10	25	10	15	15	161	32

WEST CENTRAL UNITED STATES

BISMARCK-MANDAN, ND

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.2	42.4	38.5	30.0	34.4	25.5	37.7	34.9		33.9		30.2	29.1	17.4	35.1	26.1	25.4	27.6	33.7	42.6
LOW	23.5	35.5	33.5	26.5	28.5	21.5	18.5	29.5		27.5		28.5	21.5	16.5	24.5	16.5	20.5	22.5	22.5	25.5
MID	31.5	42.5	33.5	26.5	28.5	22.5	39.5	35.5		28.5		29.5	27.5	16.5	30.5	27.5	20.5	22.5	28.5	45.5
HIGH	37.5	42.5	43.5	33.5	40.5	30.5	42.5	39.5		42.5		35.5	29.5	22.5	43.5	30.5	30.5	33.5	32.5	57.5
START	25.7	30.2	31.7	22.5	22.5	16.3	28.1	27.6		31.6		23.8	20.0	15.1	28.2	28.6	20.8	23.8	24.4	30.8
NO. COMPANIES	12	4	2	2	2	5	9	5		6		5	4	3	6	4	2	2	4	3
NO. EMPLOYEES	12	4	2	2	2	5	9	5		12		6	4	3	6	7	2	2	57	9

CEDAR RAPIDS, IA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.6	30.3	29.3	22.8	25.3	20.1	41.3	30.7	27.5	44.0	42.7	29.4	36.7	18.4	36.9	39.8	31.1	49.6	31.3	34.6
LOW	32.5	17.5	25.5	17.5	19.5	16.5	20.5	27.5	18.5	34.5	23.5	26.5	28.5	16.5	32.5	34.5	28.5	41.5	25.5	30.5
MID	41.5	23.5	27.5	19.5	22.5	16.5	42.5	28.5	21.5	45.5	39.5	28.5	39.5	20.5	37.5	35.5	32.5	46.5	34.5	30.5
HIGH	47.5	33.5	34.5	27.5	37.5	25.5	48.5	36.5	31.5	50.5	49.5	29.5	42.5	21.5	42.5	41.5	34.5	58.5	38.5	41.5
START	31.5	23.1	25.4	19.0	20.0	16.1	34.6	23.5	22.8	38.2	36.6	24.5	27.7	14.6	30.2	33.2	23.8	43.1	26.5	26.7
NO. COMPANIES	21	4	10	7	7	2	18	6	10	8	8	9	11	5	15	5	7	11	11	6
NO. EMPLOYEES	24	4	10	8	7	3	18	14	15	29	15	9	12	7	15	5	10	15	167	32

DAVENPORT, IA (QUAD-CITIES)

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.4		31.7	32.4	28.5	21.8	41.4	39.2	35.3	35.4	48.3	31.9	35.9	23.1	36.5	42.7	30.6	63.1	34.9	38.7
LOW	28.5		31.5	20.5	24.5	16.5	24.5	36.5	25.5	24.5	36.5	29.5	34.5	20.5	30.5	23.5	24.5	40.5	33.5	34.5
MID	43.5		37.5	33.5	32.5	20.5	40.5	38.5	38.5	25.5	44.5	30.5	35.5	20.5	34.5	40.5	31.5	40.5	34.5	38.5
HIGH	48.5		37.5	36.5	34.5	21.5	48.5	42.5	42.5	45.5	49.5	37.5	38.5	25.5	42.5	41.5	34.5	75.5	34.5	41.5
START	34.4		24.7	26.3	25.6	17.4	35.0	37.6	29.0	30.6	36.0	27.4	29.7	19.6	29.2	32.1	26.0	54.9	31.5	32.2
NO. COMPANIES	13		5	4	5	4	7	3	3	7	6	7	6	2	6	4	7	2	6	5
NO. EMPLOYEES	14		5	4	7	4	7	3	3	8	9	14	6	3	6	4	8	2	90	30

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN

Annual salaries in thousands

DES MOINES, IA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.1	41.3	31.1	29.6	26.3	26.3	40.8	35.3	35.2	44.6	45.9	35.7	35.3	24.1	34.7	30.5	25.7	50.3	28.7	31.5
LOW	32.5	33.5	26.5	22.5	21.5	23.5	25.5	27.5	28.5	34.5	33.5	27.5	27.5	17.5	26.5	23.5	22.5	38.5	23.5	24.5
MID	39.5	36.5	29.5	27.5	23.5	27.5	39.5	32.5	33.5	43.5	43.5	33.5	32.5	22.5	30.5	27.5	25.5	48.5	29.5	29.5
HIGH	45.5	53.5	37.5	34.5	31.5	28.5	49.5	42.5	40.5	50.5	59.5	41.5	41.5	29.5	40.5	33.5	28.5	62.5	34.5	38.5
START	32.9	35.7	26.5	24.3	23.0	21.1	36.9	28.5	27.9	33.0	36.0	28.7	27.3	19.3	28.8	24.0	21.0	43.5	26.6	26.3
NO. COMPANIES	54	18	19	28	13	9	45	17	20	19	29	29	29	24	30	14	12	11	10	11
NO. EMPLOYEES	75	24	23	28	30	9	50	18	30	61	42	74	34	25	32	30	18	34	153	95

FARGO-MOORHEAD, ND

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.0	27.6	26.1	28.2	14.2	17.9	39.8	29.5	26.9	35.1	53.9	25.7	35.0	16.4	27.2	23.2		31.3	23.8	
LOW	27.5	23.5	26.5	23.5	16.5	17.5	29.5	27.5	18.5	30.5	36.5	20.5	26.5	16.5	24.5	20.5		23.5	16.5	
MID	37.5	25.5	27.5	24.5	16.5	17.5	40.5	29.5	18.5	36.5	38.5	27.5	32.5	16.5	26.5	21.5		29.5	20.5	
HIGH	42.0	26.5	29.5	26.5	16.5	18.5	48.5	31.5	35.5	40.5	57.5	29.5	45.5	19.5	32.5	26.5		42.5	26.5	
START	33.4	22.7	22.2	22.3	0.0	18.2	31.5	23.8	18.2	34.5	40.6	18.8	24.6	10.6	22.8	21.5		29.0	20.0	
NO. COMPANIES	11	4	5	4	2	2	7	3	2	6	4	3	5	2	9	6		3	4	
NO. EMPLOYEES	12	4	7	4	2	2	7	3	2	7	4	3	7	2	11	6		3	9	

KANSAS CITY, MO

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.8	46.5	37.1	31.0	27.5	36.7	44.1	41.9	35.2	62.4	53.2	37.0	38.5	20.6	37.6	27.7	27.5	55.3	29.9	37.3
LOW	31.5	42.5	27.5	20.5	19.5	31.5	26.5	33.5	21.5	37.5	44.5	28.5	30.5	17.5	27.5	21.5	20.5	45.5	26.5	35.5
MID	37.5	46.5	32.5	28.5	25.5	31.5	44.5	39.5	31.5	61.5	50.5	36.5	33.5	19.5	37.5	26.5	24.5	48.5	28.5	36.5
HIGH	42.5	52.5	41.5	36.5	34.5	41.5	52.5	51.5	45.5	75.5	61.5	42.5	47.5	21.5	43.5	33.5	33.5	56.5	32.5	40.5
START	31.0	35.2	33.7	24.7	22.8	30.2	35.3	30.7	29.9	46.6	37.6	30.1	28.5	17.1	31.8	23.3	24.7	48.1	25.6	29.8
NO. COMPANIES	21	10	14	12	7	5	17	8	10	8	15	12	13	11	16	7	8	12	10	10
NO. EMPLOYEES	27	10	15	13	7	11	19	8	11	15	30	13	12	16	8	14	18	85	35	

LINCOLN, NE

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.5	38.2	36.8	30.6	28.9	26.6	39.2	29.3	35.4	54.9	46.7	34.3	32.5	22.4	36.0	36.3	26.4	40.4	29.6	35.4
LOW	31.5	33.5	21.5	22.5	18.5	16.5	30.5	21.5	31.5	48.5	38.5	24.5	24.5	16.5	26.5	31.5	17.5	31.5	26.5	30.5
MID	37.5	39.5	28.5	26.5	30.5	26.5	37.5	31.5	36.5	50.5	41.5	31.5	29.5	21.5	35.5	32.5	23.5	44.5	28.5	38.5
HIGH	44.5	42.5	45.5	40.5	36.5	36.5	46.5	37.5	36.5	62.5	45.5	40.5	39.5	33.5	44.5	36.5	35.5	44.5	32.5	42.5
START	27.9	34.8	29.6	24.4	24.0	27.9	30.2	19.7	27.8	43.4	35.7	23.4	26.0	18.9	28.6	27.6	24.2	54.3	23.4	29.1
NO. COMPANIES	25	7	4	10	6	5	21	5	8	6	12	16	14	7	18	5	10	5	8	11
NO. EMPLOYEES	37	7	4	10	6	5	26	9	10	9	13	23	19	7	20	8	14	8	79	66

MADISON, WI

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.5	41.6	33.2	27.1	21.2	23.9	42.2	33.6	29.8	44.5	48.7	31.4	32.5	20.2	33.6	41.0	28.9	53.2	34.1	33.1
LOW	25.5	31.5	26.5	22.5	20.5	22.5	35.5	26.5	25.5	27.5	35.5	23.5	25.5	16.5	28.5	38.5	24.5	47.5	28.5	27.5
MID	31.5	39.5	31.5	23.5	21.5	22.5	37.5	32.5	26.5	38.5	41.5	30.5	32.5	20.5	32.5	38.5	27.5	50.5	35.5	27.5
HIGH	40.5	47.5	34.5	31.5	22.5	26.5	48.5	37.5	31.5	43.5	59.5	35.5	37.5	25.5	40.5	43.5	28.5	62.5	37.5	38.5
START	28.7	35.1	29.3	22.1	18.4	21.5	36.5	25.7	27.4	40.4	40.0	23.3	26.2	17.2	27.4	33.7	23.6	42.3	24.8	27.4
NO. COMPANIES	17	5	4	8	6	5	8	8	6	4	8	18	8	10	7	2	4	3	3	2
NO. EMPLOYEES	29	6	4	8	6	5	10	8	17	9	23	24	8	10	11	2	6	7	21	5

MID-MISSOURI

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.6	46.4	31.0	30.6	21.2		44.6	28.3	29.9			28.0	33.5	19.4	35.5	23.7		40.1	22.9	26.0
LOW	25.5	36.5	23.5	18.5	20.5		25.5	26.5	21.5			19.5	30.5	17.5	29.5	20.5		28.5	20.5	21.5
MID	35.5	40.5	34.5	27.5	20.5		41.5	27.5	21.5			22.5	35.5	19.5	29.5	24.5		43.5	22.5	22.5
HIGH	38.5	44.5	34.5	29.5	22.5		45.5	31.5	38.5			31.5	36.5	21.5	42.5	26.5		48.5	24.5	23.5
START	30.7	27.7	26.8	22.7	19.7		32.5	23.8	22.7			21.9	28.3	16.3	28.3	16.8		31.9	19.8	23.2
NO. COMPANIES	8	6	3	4	2		9	3	2			4	7	6	10	5		3	4	4
NO. EMPLOYEES	11	6	3	4	2		9	3	2			75	7	10	5			4	40	12

MILWAUKEE, WI

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.8	44.3	35.5	33.3	31.9	31.6	45.8	37.8	38.9	54.9	48.2	35.3	43.0	26.6	41.1	35.7	27.5	58.7	31.7	39.3
LOW	37.5	33.5	25.5	26.5	25.5	23.5	36.5	30.5	34.5	48.5	40.5	27.5	30.5	19.5	31.5	20.5	24.5	47.5	27.5	31.5
MID	41.5	40.5	35.5	30.5	27.5	31.5	44.5	34.5	40.5	53.5	47.5	33.5	40.5	23.5	38.5	24.5	27.5	57.5	31.5	40.5
HIGH	45.5	54.5	41.5	39.5	36.5	41.5	53.5	43.5	45.5	60.5	56.5	41.5	48.5	30.5	52.5	47.5	29.5	63.5	35.5	45.5
START	36.3	40.7	31.6	28.5	28.6	29.2	39.2	33.0	33.8	45.3	39.0	29.0	36.6	23.8	32.1	30.0	22.5	51.5	26.7	34.4
NO. COMPANIES	31	10	14	17	12	7	17	16	17	17	17	18	19	8	23	10	12	12	15	13
NO. EMPLOYEES	45	35	14	18	13	7	20	17	20	38	22	20	21	8	30	11	20	22	240	32

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

MINNEAPOLIS-ST. PAUL, MN

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.9	46.0	31.2	32.1	28.4	28.3	40.6	39.9	32.2	50.5	45.7	31.6	34.6	26.5	39.9	30.7	29.7	50.7	30.2	46.4
LOW	31.5	38.5	24.5	28.5	22.5	24.5	24.5	34.5	26.5	45.5	38.5	24.5	28.5	21.5	36.5	26.5	26.5	40.5	25.5	38.5
MID	40.5	43.5	27.5	32.5	27.5	27.5	39.5	39.5	32.5	52.5	47.5	30.5	33.5	25.5	38.5	32.5	31.5	50.5	31.5	38.5
HIGH	45.5	47.5	38.5	36.5	36.5	32.5	47.5	48.5	35.5	62.5	57.5	36.5	42.5	29.5	44.5	33.5	32.5	60.5	33.5	54.5
START	34.5	39.6	29.2	27.9	24.4	26.0	35.5	33.9	25.6	40.2	40.6	26.6	33.0	21.6	35.7	29.4	24.2	44.2	28.0	35.3
NO. COMPANIES	35	12	16	14	15	10	27	7	14	16	17	30	13	12	25	13	9	14	9	2
NO. EMPLOYEES	54	13	28	14	17	13	30	9	18	41	35	39	14	12	30	13	11	14	69	6

MINNESOTA (SOUTHERN)

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.0		25.0	19.0	22.7	18.4	35.8		25.9	42.1	43.5	36.6	27.6	21.8	31.0	24.8	22.7	39.7	28.3	34.1
LOW	29.5		23.5	17.5	17.5	16.5	22.5		24.5	32.5	31.5	24.5	21.5	16.5	21.5	21.5	17.5	33.5	26.5	33.5
MID	41.5		25.5	17.5	17.5	16.5	32.5		27.5	40.5	40.5	32.5	25.5	16.5	33.5	22.5	20.5	40.5	27.5	34.5
HIGH	45.5		26.5	21.5	27.5	20.5	40.5		29.5	49.5	54.5	48.5	33.5	26.5	40.5	29.5	28.5	46.5	33.5	36.5
START	28.5		23.1	0.0	27.5	0.0	28.0		21.8	32.0	32.5	26.9	23.5	0.0	24.7	21.6	21.1	36.6	23.0	29.0
NO. COMPANIES	13		3	2	2	2	8		6	9	5	7	8	2	10	6	7	10	10	5
NO. EMPLOYEES	14		3	2	2	2	8		7	13	5	7	8	2	10	6	7	10	55	5

OMAHA, NE

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.6	40.8	26.4	29.7	23.2	24.1	41.7	39.3	27.4	47.2	49.7	30.3	34.6	17.8	32.5	29.9	26.6		23.1	31.6
LOW	29.5	32.5	18.5	20.5	21.5	18.5	35.5	37.5	20.5	31.5	44.5	20.5	31.5	16.5	24.5	22.5	19.5		16.5	21.5
MID	35.5	40.5	27.5	30.5	22.5	21.5	36.5	39.5	25.5	40.5	54.5	22.5	32.5	16.5	30.5	25.5	30.5		18.5	34.5
HIGH	47.5	49.5	30.5	37.5	23.5	32.5	47.5	42.5	34.5	65.5	55.5	38.5	35.5	17.5	35.5	35.5	30.5		33.5	39.5
START	32.6	32.4	21.8	27.4	23.2	24.7	37.0	31.5	24.3	36.8	40.1	23.8	29.3	13.3	29.2	37.1	21.4		20.6	27.9
NO. COMPANIES	14	3	8	9	5	3	8	6	9	9	5	7	9	5	8	5	3		7	3
NO. EMPLOYEES	15	3	11	9	5	4	8	7	17	25	6	19	9	5	12	5	12		22	3

ST. LOUIS, MO

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.9	42.9	31.2	29.6	29.9	29.1	48.7	33.7	27.1	48.1	48.9	38.5	38.3	22.4	38.0	34.1	29.5	55.5	32.1	40.0
LOW	35.5	37.5	23.5	22.5	21.5	21.5	36.5	21.5	20.5	35.5	33.5	31.5	32.5	20.5	31.5	28.5	22.5	43.5	27.5	30.5
MID	41.5	41.5	27.5	26.5	29.5	27.5	46.5	28.5	26.5	47.5	51.5	33.5	38.5	20.5	36.5	34.5	29.5	56.5	32.5	37.5
HIGH	49.5	43.5	36.5	35.5	39.5	31.5	57.5	42.5	29.5	62.5	57.5	44.5	41.5	26.5	46.5	37.5	33.5	60.5	36.5	48.5
START	35.6	32.9	27.4	23.7	22.1	23.4	37.6	27.6	23.2	41.2	40.5	31.3	29.4	18.8	32.8	32.3	23.5	54.4	26.8	34.4
NO. COMPANIES	31	13	16	20	15	10	25	12	17	9	15	15	19	13	24	9	11	11	9	6
NO. EMPLOYEES	39	18	17	20	16	17	29	12	24	23	21	18	27	16	25	9	14	17	572	75

TOPEKA, KS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.7	37.5		30.2			55.8	33.5	38.8	38.4			42.9	22.9	29.3		20.9			
LOW	27.5	28.5		27.5			46.5	24.5	27.5	35.5			34.5	22.5	23.5		17.5			
MID	28.5	28.5		27.5			57.5	36.5	38.5	36.5			34.5	22.5	25.5		17.5			
HIGH	30.5	46.5		32.5			63.5	40.5	50.5	40.5			51.5	22.5	38.5		24.5			
START	25.0	27.4		25.6			41.8	26.3	29.6	32.2			32.9	17.8	23.8		17.5			
NO. COMPANIES	4	2		2			3	3	3	5			2	2	3		2			
NO. EMPLOYEES	8	2		2			3	3	3	9			2	2	3		2			

WICHITA, KS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.4	40.5	36.7	28.0	26.6	31.0	45.7	42.9	31.5	44.1	44.0	27.6	34.6	19.9	40.1	31.3	25.7	51.3	27.6	35.9
LOW	30.5	39.5	30.5	20.5	20.5	26.5	30.5	37.5	18.5	34.5	38.5	18.5	23.5	16.5	30.5	22.5	19.5	31.5	21.5	27.5
MID	36.5	41.5	38.5	27.5	23.5	27.5	47.5	40.5	21.5	36.5	45.5	24.5	29.5	18.5	37.5	31.5	24.5	42.5	28.5	32.5
HIGH	43.5	46.5	40.5	37.5	32.5	40.5	52.5	41.5	35.5	57.5	50.5	27.5	36.5	21.5	52.5	35.5	30.5	72.5	35.5	46.5
START	33.0	30.5	29.6	21.3	22.3	19.1	36.9	34.7	20.1	29.1	32.2	19.9	21.5	15.0	32.7	22.7	19.4	29.2	21.2	28.5
NO. COMPANIES	17	6	11	7	8	5	11	4	8	10	7	8	8	6	10	6	8	7	7	6
NO. EMPLOYEES	18	7	14	7	8	5	12	4	11	27	24	8	9	7	16	34	10	13	184	47

SOUTHERN UNITED STATES

ATLANTA, GA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.8	42.6	36.8	33.6	28.1	27.8	36.1	44.7	28.5	43.9	43.8	43.5	35.0	24.4	40.8	31.6		49.5		33.0
LOW	29.5	36.5	25.5	24.5	21.5	25.5	30.5	34.5	22.5	33.5	40.5	35.5	23.5	21.5	31.5	24.5		49.5		33.5
MID	38.5	39.5	26.5	28.5	28.5	25.5	33.5	35.5	25.5	50.5	41.5	40.5	35.5	24.5	34.5	29.5		49.5		33.5
HIGH	41.5	45.5	58.5	39.5	32.5	29.5	38.5	55.5	26.5	52.5	46.5	52.5	42.5	26.5	42.5	40.5		49.5		33.5
START	29.2	29.5	19.4	22.3	22.5	22.6	33.2	27.1	25.7	59.0	40.6	33.5	25.0	19.1	31.6	18.5		36.0		25.6
NO. COMPANIES	12	4	3	5	7	2	11	6	4	5	5	11	6	7	6	3		2		2
NO. EMPLOYEES	14	5	3	5	8	2	11	6	6	7	8	13	6	7	7	3		2		4

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

BIRMINGHAM, AL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.3	39.3	41.2	31.3	26.8	28.7	42.9	33.7	36.1	48.7	49.5	32.6	32.0	20.9	40.0	38.3	24.9	50.2	28.0	35.4
LOW	29.5	30.5	30.5	25.5	20.5	25.5	34.5	27.5	21.5	35.5	30.5	31.5	21.5	16.5	32.5	30.5	22.5	35.5	25.5	26.5
MID	36.5	36.5	38.5	28.5	26.5	28.5	42.5	33.5	29.5	42.5	47.5	33.5	27.5	23.5	34.5	38.5	25.5	47.5	28.5	34.5
HIGH	44.5	51.5	46.5	33.5	31.5	31.5	50.5	41.5	45.5	53.5	57.5	39.5	44.5	24.5	56.5	39.5	26.5	64.5	31.5	42.5
START	32.1	34.1	28.5	27.5	22.6	28.2	38.3	31.8	34.5	38.1	34.9	29.2	24.9	16.6	28.5	24.9	22.1	39.9	23.5	27.1
NO. COMPANIES	21	11	8	11	12	5	15	5	8	8	13	5	10	8	11	5	10	7	7	6
NO. EMPLOYEES	28	13	8	13	12	5	16	5	10	9	17	5	11	8	13	15	13	11	61	17

CHARLOTTE, NC

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.8	49.5	38.1	29.4	31.4	24.9	49.3	33.7	40.1	52.5	46.0	41.1	35.4	20.6	39.7	37.1	24.9		30.3	
LOW	32.5	37.5	31.5	23.5	26.5	20.5	41.5	26.5	37.5	40.5	34.5	30.5	30.5	17.5	29.5	25.5	21.5		25.5	
MID	40.5	46.5	38.5	26.5	30.5	23.5	43.5	29.5	38.5	50.5	42.5	36.5	34.5	17.5	36.5	33.5	23.5		30.5	
HIGH	49.5	53.5	45.5	32.5	36.5	30.5	55.5	39.5	48.5	67.5	52.5	52.5	42.5	24.5	49.5	41.5	28.5		30.5	
START	34.4	35.7	29.7	25.2	25.6	21.2	35.6	29.3	27.9	34.2	31.1	33.6	29.6	17.5	30.1	25.2	18.2		22.9	
NO. COMPANIES	15	8	6	10	6	3	14	8	6	3	6	7	7	6	11	9	6		4	
NO. EMPLOYEES	21	11	6	10	13	3	19	13	17	3	7	7	8	11	17	18			21	

COLUMBIA, SC

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.8	43.0	33.0	33.0	25.6		48.3	29.5	29.0	53.5	49.6	29.2	36.4	25.3	39.9	34.9	28.1	52.2	31.5	37.9
LOW	34.5	34.5	20.5	28.5	17.5		43.5	24.5	22.5	48.5	43.5	17.5	32.5	17.5	28.5	24.5	27.5	40.5	28.5	34.5
MID	39.5	45.5	28.5	33.5	21.5		47.5	30.5	24.5	50.5	50.5	31.5	36.5	19.5	38.5	35.5	29.5	52.5	29.5	39.5
HIGH	48.5	49.5	36.5	38.5	34.5		50.5	31.5	36.5	61.5	59.5	39.5	39.5	26.5	50.5	35.5	30.5	57.5	33.5	39.5
START	36.3	36.8	26.8	27.0	20.6		38.4	24.7	26.7	38.4	44.6	21.3	28.5	22.1	31.1	28.6	22.8	42.2	25.3	32.4
NO. COMPANIES	9	7	4	9	7		10	9	6	3	5	3	9	4	11	4	5	4	4	3
NO. EMPLOYEES	9	10	5	9	45		10	10	7	3	5	106	82	4	16	7	13	9	46	5

DALLAS, TX

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	44.8	47.9	40.2	35.9	33.1	34.2	47.4	35.6	39.7	54.2	52.9	37.7	40.5	24.4	43.4	35.4	24.8	55.4	30.5	34.2
LOW	36.5	41.5	29.5	26.5	26.5	24.5	32.5	28.5	30.5	49.5	38.5	30.5	33.5	21.5	38.5	30.5	22.5	33.5	30.5	27.5
MID	40.5	46.5	38.5	35.5	32.5	32.5	41.5	36.5	33.5	55.5	54.5	37.5	42.5	22.5	38.5	32.5	24.5	37.5	30.5	34.5
HIGH	52.5	54.5	45.5	44.5	37.5	39.5	58.5	43.5	50.5	62.5	65.5	45.5	46.5	27.5	47.5	40.5	28.5	75.5	32.5	36.5
START	39.2	42.3	34.7	29.7	27.5	27.5	40.2	30.1	31.5	44.6	44.6	32.7	33.4	20.4	37.3	27.7	20.1	41.8	24.4	25.7
NO. COMPANIES	25	14	12	14	20	15	25	16	12	10	15	19	20	21	18	10	9	6	5	4
NO. EMPLOYEES	43	16	12	16	22	17	28	16	14	35	32	19	21	21	21	23	10	6	194	65

FORT WORTH, TX

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.2	35.2	32.1	29.1	19.0		53.2	24.8	23.0		43.8		33.9	17.6	32.8	21.1	16.6		19.3	26.8
LOW	31.5	23.5	19.5	19.5	16.5		45.5	21.5	16.5		26.5		21.5	16.5	23.5	17.5	16.5		18.5	25.5
MID	32.5	24.5	34.5	24.5	16.5		47.5	21.5	16.5		26.5		25.5	16.5	40.5	22.5	16.5		18.5	25.5
HIGH	42.5	39.5	42.5	27.5	20.5		65.5	27.5	29.5		60.5		39.5	19.5	40.5	23.5	17.5		19.5	27.5
START	28.2	35.6	22.9	22.2	17.9		47.1	20.1	20.2		51.1		30.2	16.2	29.3	17.0	14.5		17.9	20.6
NO. COMPANIES	5	4	3	4	4		3	2	2		2		4	2	5	3	2		2	2
NO. EMPLOYEES	5	4	3	4	4		3	2	2		2		5	2	5	8	2		40	19

GREENSBORO, NC

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	48.6	40.7	53.7	37.4	36.5		44.5	35.6	40.8	71.0	57.1		39.5		58.2	36.6	35.9	60.5	32.5	
LOW	33.5	29.5	52.5	22.5	25.5		32.5	25.5	35.5	52.5	50.5		28.5		46.5	24.5	33.5	47.5	23.5	
MID	44.5	44.5	52.5	36.5	25.5		39.5	25.5	35.5	52.5	51.5		30.5		56.5	38.5	33.5	47.5	23.5	
HIGH	55.5	48.5	54.5	43.5	48.5		41.5	46.5	45.5	75.5	69.5		41.5		71.5	47.5	38.5	73.5	50.5	
START	38.3	34.0	40.2	29.3	22.9		41.2	31.5	34.4	58.0	54.0		34.6		47.5	31.2	28.7	51.2	25.9	
NO. COMPANIES	4	3	2	4	2		4	2	2	2	3		4		3	3	2	2	3	
NO. EMPLOYEES	4	3	3	4	2		7	2	2	6	3		4		3	5	11	5	14	

GREENVILLE, SC

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.3			29.4			36.8		29.1	43.5	36.0	26.5	38.4	23.2	36.4	26.9	18.1	46.7		23.7
LOW	21.5			25.5			26.5		18.5	37.5	16.5	21.5	35.5	16.5	31.5	21.5	18.5	42.5		22.5
MID	24.5			25.5			30.5		24.5	37.5	16.5	25.5	35.5	16.5	36.5	28.5	18.5	46.5		22.5
HIGH	31.5			33.5			47.5		30.5	50.5	56.5	35.5	41.5	32.5	46.5	31.5	18.5	52.5		25.5
START	23.5			23.9			30.3		28.8	30.0	27.2	24.6	32.1	17.5	31.1	22.0	14.0	40.0		18.0
NO. COMPANIES	8			2			5		4	2	2	7	2	2	5	3	2	3		2
NO. EMPLOYEES	12			7			8		4	2	13	10	2	3	13	3	3	3		5

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

HIGH POINT, NC

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.6			33.0	29.8		34.9				45.0	38.0	35.4		37.3	21.9		41.8		38.6
LOW	23.5			25.5	24.5		27.5				35.5	30.5	31.5		29.5	20.5		34.5		28.5
MID	41.5			25.5	24.5		29.5				35.5	30.5	31.5		31.5	20.5		37.5		28.5
HIGH	46.5			41.5	34.5		34.5				55.5	45.5	39.5		40.5	23.5		53.5		48.5
START	30.4			27.8	17.1		30.4				41.5	35.7	27.4		29.8	19.4		32.4		26.4
NO. COMPANIES	5			2	2		4				2	2	2		4	2		3		2
NO. EMPLOYEES	6				2		6				2		2		4					
				2								2				2		9		5

HOUSTON, TX

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.8	49.6	43.1	33.8	26.8		45.6	35.5				31.4	41.3	21.6	51.5		21.9	68.3	33.4	40.6
LOW	34.5	46.5	31.5	24.5	25.5		28.5	31.5				27.5	27.5	21.5	35.5		19.5	61.5	31.5	39.5
MID	50.5	46.5	41.5	32.5	25.5		45.5	36.5				29.5	30.5	21.5	53.5		19.5	61.5	31.5	39.5
HIGH	56.5	52.5	56.5	34.5	28.5		53.5	39.5				37.5	66.5	21.5	54.5		24.5	75.5	35.5	42.5
START	37.1	0.0	27.9	22.9	23.9		35.6	33.4				18.5	23.5	17.3	39.7		16.3	59.1	30.3	36.4
NO. COMPANIES	7	2	3	4	2		5	3				3	3	2	4		2	2	2	2
NO. EMPLOYEES	23		4		2		5						5		5		6		24	
		5		4				3				3		2				2		15

KINGSPORT, TN

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.0		34.7	32.6	30.0		43.8	41.0	48.9	60.0	60.2	30.4	55.2	19.5	40.4	34.9	33.6	59.2	33.5	38.9
LOW	31.5		28.5	28.5	28.5		28.5	35.5	29.5	53.5	48.5	16.5	49.5	16.5	29.5	17.5	27.5	44.5	26.5	34.5
MID	39.5		28.5	29.5	31.5		35.5	42.5	44.5	62.5	52.5	23.5	56.5	17.5	41.5	17.5	28.5	56.5	31.5	36.5
HIGH	46.5		41.5	33.5	36.5		58.5	46.5	73.5	64.5	75.5	37.5	60.5	20.5	46.5	52.5	46.5	67.5	34.5	40.5
START	34.3		29.0	27.7	24.9		39.7	34.2	38.7	49.1	58.2	25.4	43.0	16.3	34.7	28.9	29.7	51.4	26.4	32.1
NO. COMPANIES	11		2	5	5		10	3	3	5	3	4	3	5	8	2	6	6	8	4
NO. EMPLOYEES	16		2		5		11		3		3		3		8		12		122	
				5				3		5		4		5		2		8		11

KNOXVILLE, TN

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.6	43.0	37.5	34.5	29.6	26.2	43.9	40.3	30.1		38.7	28.1	42.5	22.2	42.9	34.6	20.1	32.5	25.3	32.8
LOW	36.5	35.5	22.5	19.5	20.5	17.5	20.5	26.5	16.5		16.5	24.5	33.5	20.5	35.5	25.5	19.5	30.5	21.5	26.5
MID	44.5	41.5	38.5	27.5	21.5	21.5	37.5	33.5	21.5		37.5	26.5	46.5	21.5	44.5	33.5	19.5	30.5	23.5	26.5
HIGH	54.5	44.5	51.5	38.5	23.5	30.5	51.5	39.5	32.5		42.5	28.5	51.5	24.5	51.5	39.5	21.5	35.5	31.5	39.5
START	34.4	35.6	31.1	22.8	21.4	18.7	35.6	29.6	26.5		32.8	24.9	35.2	18.5	30.9	30.4	21.0	30.0	20.5	26.0
NO. COMPANIES	9	5	3	4	4	6	6	4	4		4	5	5	3	6	4	2	2	3	2
NO. EMPLOYEES	9	5	4	4	5	6	5	4	4		4	12	5	5	12	25	2	2	45	26

LEXINGTON, KY

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.4	38.0	29.0				36.9	20.6	33.3	21.6	36.0	33.8	27.9	16.6	30.6	30.2	17.3	33.8	29.0	
LOW	25.5	28.5	19.5				27.5	16.5	28.5	18.5	29.5	22.5	26.5	16.5	17.5	25.5	16.5	21.5	23.5	
MID	28.5	28.5	31.5				36.5	19.5	29.5	21.5	38.5	30.5	26.5	16.5	35.5	25.5	16.5	31.5	30.5	
HIGH	31.5	47.5	32.5				40.5	27.5	36.5	24.5	42.5	49.5	29.5	22.5	38.5	35.5	22.5	48.5	33.5	
START	23.7	27.0	22.7				27.6	15.1	28.0	23.9	30.5	17.3	20.1	20.1	22.7	26.6	16.6	29.8	23.5	
NO. COMPANIES	8	2	4				5	3	4	3	5	5	2	2	3	2	3	3	3	
NO. EMPLOYEES	9	2	4				5	12	5	3	7	5	2	2	3	2	18	5	40	

LITTLE ROCK, AR

	JOB CATEGORY																			
	A	J	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.8	40.1	41.4	34.8	27.9	21.3	40.0	31.8	32.8	24.9	50.3	32.0	38.2	25.3	35.4	30.5	34.2		34.7	
LOW	28.5	26.5	36.5	18.5	20.5	18.5	24.5	26.5	29.5	24.5	40.5	19.5	27.5	16.5	26.5	24.5	31.5		32.5	
MID	35.5	39.5	36.5	34.5	20.5	19.5	37.5	26.5	36.5	24.5	43.5	36.5	36.5	16.5	33.5	28.5	33.5		32.5	
HIGH	49.5	54.5	46.5	51.5	36.5	26.5	45.5	37.5	39.5	25.5	55.5	40.5	50.5	33.5	37.5	39.5	37.5		37.5	
START	32.1	35.5	27.8	29.2	24.6	21.1	35.6	28.2	26.4	18.0	45.1	28.9	30.4	22.7	29.2	29.1	29.1		26.9	
NO. COMPANIES	8	3	2	3	6	3	6	2	5	2	5	3	3	2	6	3	3		2	
NO. EMPLOYEES	9	3	3	3	6	3	6	2	59	2	5	3	3	2	6	4	27		14	

LOUISVILLE, KY

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.5	42.9	32.7	32.2	28.9		40.9	35.9	42.3	50.7	48.8	35.3	40.2	25.6	37.0	27.9	24.8	48.4	26.8	33.5
LOW	31.5	31.5	29.5	26.5	27.5		31.5	28.5	42.5	32.5	32.5	29.5	35.5	23.5	26.5	23.5	18.5	38.5	25.5	24.5
MID	41.5	38.5	36.5	34.5	30.5		36.5	29.5	43.5	49.5	44.5	32.5	40.5	24.5	38.5	26.5	26.5	53.5	28.5	33.5
HIGH	50.5	41.5	37.5	38.5	32.5		47.5	30.5	46.5	64.5	58.5	42.5	44.5	28.5	42.5	28.5	27.5	58.5	30.5	40.5
START	34.6	30.5	27.8	25.0	24.2		32.5	34.7	33.6	49.7	43.6	35.0	27.3	23.3	28.4	24.1	20.0	42.6	23.9	30.1
NO. COMPANIES	11	4	5	9	6		11	4	6	5	8	6	5	6	12	4	7	7	10	7
NO. EMPLOYEES	16	6	7	9	7		12	8	18		15	7	5	7	16	4	12	7	44	15

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN

Annual salaries in thousands

NEW ORLEANS, LA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	63.0		45.4		35.8		79.2							32.0	51.5	38.1			44.0	
LOW	37.5		33.5		19.5		64.5							31.5	37.5	34.5			43.5	
MID	74.5		33.5		19.5		64.5							31.5	57.5	34.5			43.5	
HIGH	75.5		57.5		52.5		75.5							32.5	58.5	42.5			44.5	
START	29.4		29.4		18.2		0.0							20.4	33.5	22.9			0.0	
NO. COMPANIES	3		2		2		2							2	3	2			2	
NO. EMPLOYEES	6		2		3		2								3				22	
														2		2				

NORFOLK, VA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.7	34.5	28.1	26.7	21.8	21.1	41.7	33.2	26.3	36.7	38.8	34.2	37.0	16.6	37.6	24.5	21.3	39.6	23.7	30.9
LOW	24.5	24.5	20.5	16.5	18.5	16.5	19.5	18.5	16.5	26.5	29.5	23.5	28.5	16.5	28.5	21.5	16.5	34.5	19.5	22.5
MID	29.5	31.5	25.5	22.5	18.5	19.5	42.5	23.5	25.5	37.5	34.5	26.5	38.5	16.5	33.5	24.5	20.5	36.5	23.5	26.5
HIGH	48.5	40.5	36.5	27.5	25.5	29.5	45.5	33.5	37.5	43.5	38.5	47.5	41.5	18.5	50.5	27.5	25.5	41.5	26.5	44.5
START	27.9	28.2	21.3	22.8	19.6	18.7	36.1	28.8	22.2	31.4	37.6	24.5	29.9	15.3	27.4	21.3	17.6	30.4	20.2	23.2
NO. COMPANIES	18	8	10	8	5	5	21	6	3	9	13	10	5	6	10	10	6	6	5	3
NO. EMPLOYEES	23		13		5		21		3		13		5		11		19		28	
		11		8		5		6		15		10		6		21		8		6

OKLAHOMA CITY, OK

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.8	42.5	40.3	32.3	30.0	40.1	42.2	30.4	31.0	62.0	46.5	34.6	37.9	20.6	41.7	39.5	32.1	65.5	32.1	40.3
LOW	38.5	36.5	26.5	21.5	20.5	29.5	29.5	26.5	25.5	49.5	39.5	30.5	31.5	16.5	22.5	36.5	24.5	45.5	29.5	28.5
MID	43.5	45.5	34.5	31.5	26.5	42.5	38.5	26.5	27.5	59.5	43.5	33.5	34.5	19.5	40.5	38.5	31.5	53.5	30.5	30.5
HIGH	54.5	50.5	37.5	41.5	34.5	48.5	51.5	34.5	35.5	73.5	56.5	43.5	35.5	25.5	45.5	47.5	32.5	75.5	35.5	38.5
START	36.7	33.2	30.8	26.8	24.2	32.4	33.9	22.0	27.3	47.7	38.6	22.8	27.0	16.8	28.2	23.5	25.6	46.4	24.3	34.5
NO. COMPANIES	15	9	6	7	7	3	11	2	6	6	7	7	9	9	8	5	4	3	5	4
NO. EMPLOYEES	18		8		7		12		7		7		9		8		18		78	
		9		7		3		2		9		11		9		6		3		38

ORLANDO, FL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.3	40.7	27.0	28.9	26.5	29.1	43.8	36.3	40.4	44.0	55.1	36.6	34.7	20.0	33.5	26.9	21.0	51.1	24.9	26.7
LOW	30.5	38.5	17.5	18.5	19.5	23.5	34.5	19.5	37.5	30.5	30.5	25.5	28.5	16.5	29.5	19.5	18.5	45.5	16.5	16.5
MID	40.5	39.5	17.5	23.5	25.5	31.5	40.5	33.5	37.5	50.5	51.5	25.5	34.5	16.5	32.5	25.5	20.5	45.5	25.5	24.5
HIGH	46.5	47.5	31.5	39.5	33.5	32.5	52.5	39.5	43.5	51.5	68.5	33.5	45.5	24.5	38.5	35.5	25.5	57.5	34.5	41.5
START	32.8	31.1	22.0	23.9	23.0	24.9	35.1	29.5	31.1	35.8	46.3	28.3	28.0	18.8	28.8	22.9	18.6	39.1	21.2	22.2
NO. COMPANIES	13	5	4	10	11	7	9	10	2	3	4	8	10	6	12	7	7	2	3	3
NO. EMPLOYEES	17	5	5	10	16	9	10	10	2	8	6	11	10	7	19	10	17	3	24	29

RALEIGH, NC

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.3	44.2	39.7	32.2	28.8	27.5	40.2	29.7	32.9	49.1	47.1	38.1	34.7	23.1	40.0	32.1	29.0	55.2	28.1	35.2
LOW	33.5	37.5	29.5	22.5	27.5	22.5	27.5	23.5	20.5	42.5	35.5	26.5	25.5	21.5	31.5	24.5	25.5	42.5	24.5	29.5
MID	39.5	39.5	38.5	28.5	28.5	29.5	35.5	24.5	26.5	48.5	36.5	34.5	31.5	22.5	39.5	28.5	26.5	56.5	27.5	32.5
HIGH	53.5	53.5	46.5	45.5	32.5	32.5	42.5	32.5	42.5	50.5	55.5	50.5	36.5	24.5	43.5	44.5	34.5	60.5	31.5	43.5
START	36.7	37.6	36.4	28.9	25.0	21.8	36.2	35.0	25.3	39.9	40.3	27.1	26.7	18.6	35.8	31.2	22.7	49.3	26.7	28.9
NO. COMPANIES	23	10	11	11	13	7	20	6	9	8	10	13	12	9	16	9	3	9	8	3
NO. EMPLOYEES	28	10	11	12	13	7	20	6	10	23	13	55	13	10	17	9	6	42	113	8

RICHMOND, VA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.0	47.6	34.6	28.8	26.2	26.5	41.7	32.3	35.0	53.5	46.0	37.7	36.4	20.9	33.6	29.8	24.3	46.9	25.0	37.1
LOW	33.5	35.5	25.5	23.5	20.5	22.5	30.5	24.5	28.5	42.5	31.5	27.5	25.5	16.5	23.5	22.5	18.5	37.5	19.5	35.5
MID	40.5	44.5	30.5	26.5	28.5	26.5	38.5	31.5	33.5	49.5	46.5	38.5	37.5	18.5	32.5	23.5	22.5	50.5	26.5	37.5
HIGH	52.5	60.5	35.5	34.5	30.5	27.5	54.5	37.5	41.5	68.5	53.5	44.5	43.5	24.5	43.5	33.5	32.5	53.5	27.5	37.5
START	35.1	41.2	31.8	24.6	23.8	22.4	38.1	28.6	30.7	40.1	41.6	29.2	30.6	18.5	27.4	25.5	19.8	42.8	21.7	31.3
NO. COMPANIES	35	15	8	14	15	7	27	15	14	18	15	19	19	16	19	6	10	9	8	6
NO. EMPLOYEES	48	29	10	15	17	8	34	16	38	26	17	41	23	16	28	6	11	10	28	23

ROANOKE, VA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.9	32.2	24.3				51.4	27.7	26.9	40.8		36.4	45.6		48.3		26.4			
LOW	20.5	27.5	16.5				37.5	23.5	18.5	25.5		34.5	35.5		26.5		21.5			
MID	27.5	27.5	22.5				47.5	27.5	18.5	35.5		36.5	35.5		26.5		21.5			
HIGH	53.5	36.5	36.5				49.5	32.5	35.5	62.5		37.5	55.5		70.5		31.5			
START	33.9	29.5	22.4				47.4	21.2	36.8	31.6		32.7	37.5		33.8		20.4			
NO. COMPANIES	7	2	3				4	3	2	3		3	2		2		2			
NO. EMPLOYEES	7	2	3				4	3	2	3		3	2		2		3			

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

SABINE-NECHES, TX

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.6				21.7		45.4	29.6	35.5						37.5			46.5	25.5	30.1
LOW	30.5				16.5		44.5	25.5	28.5						34.5			34.5	18.5	24.5
MID	33.5				16.5		45.5	25.5	31.5						37.5			34.5	23.5	25.5
HIGH	35.5				26.5		46.5	34.5	46.5						40.5			58.5	34.5	40.5
START	31.4				19.4		37.7	28.2	29.1						35.2			42.2	22.0	26.5
NO. COMPANIES	4				2		3	2	3						3			2	3	3
NO. EMPLOYEES	4				3		3		4						3				68	
								3										6		23

TULSA, OK

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.4	47.5	37.6	34.1	30.6	30.1	43.5	40.2	31.9	49.1	55.9	30.0	42.4	21.4	39.9	37.3	28.4	50.1	32.3	43.4
LOW	34.5	43.5	32.5	26.5	24.5	25.5	29.5	33.5	27.5	43.5	41.5	24.5	38.5	16.5	31.5	32.5	23.5	35.5	30.5	34.5
MID	41.5	49.5	34.5	30.5	32.5	27.5	40.5	36.5	31.5	45.5	57.5	27.5	44.5	20.5	37.5	36.5	30.5	46.5	32.5	38.5
HIGH	43.5	56.5	40.5	38.5	33.5	33.5	51.5	58.5	34.5	55.5	67.5	36.5	46.5	22.5	44.5	42.5	34.5	61.5	34.5	47.5
START	34.0	43.1	30.4	32.7	25.0	26.3	35.5	35.1	23.8	38.2	45.5	24.4	32.3	17.0	34.1	29.9	22.7	42.3	26.7	30.9
NO. COMPANIES	31	7	10	6	6	6	23	10	8	14	13	15	11	6	17	9	11	11	12	9
NO. EMPLOYEES	40		10		6		23		12		15		12		17		12		108	
		9		6		6		10		31		16		6		10		15		30

WINSTON-SALEM, NC

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.5	46.4	26.5	34.5	20.9	30.2	46.3	34.1	31.0	40.4	76.5	32.4	37.0		31.1	22.6	29.0	49.6	28.8	35.9
LOW	27.5	35.5	18.5	21.5	16.5	28.5	34.5	21.5	19.5	32.5	70.5	25.5	25.5		21.5	16.5	25.5	37.5	25.5	33.5
MID	32.5	35.5	22.5	28.5	16.5	28.5	44.5	38.5	26.5	43.5	70.5	26.5	36.5		32.5	19.5	26.5	55.5	27.5	36.5
HIGH	36.5	57.5	30.5	54.5	28.5	32.5	46.5	43.5	26.5	45.5	75.5	45.5	49.5		40.5	20.5	36.5	56.5	32.5	38.5
START	41.5	44.0	23.4	31.6	18.6	24.0	40.1	38.1	36.0	33.9	52.0	25.9	33.3		26.1	16.6	27.0	32.0	20.8	26.0
NO. COMPANIES	8	2	4	3	2	2	6	3	4	6	2	6	3		9	4	3	3	5	3
NO. EMPLOYEES	9		4		3		6		4		2		3		9		3		15	
		2		3		2		3		6		6				4		6		4

DENVER, CO

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.7	44.3	34.7	31.5	27.5	27.7	48.0	39.8	27.4	38.9	53.8	37.6	39.5	28.0	39.9	34.1	31.1	40.6		
LOW	29.5	37.5	26.5	24.5	25.5	24.5	35.5	36.5	21.5	24.5	43.5	27.5	27.5	19.5	27.5	26.5	28.5	33.5		
MID	36.5	41.5	32.5	27.5	25.5	24.5	40.5	36.5	23.5	40.5	45.5	39.5	39.5	19.5	34.5	28.5	28.5	33.5		
HIGH	45.5	47.5	34.5	36.5	29.5	35.5	49.5	43.5	37.5	41.5	74.5	45.5	41.5	36.5	47.5	47.5	34.5	47.5		
START	31.9	35.8	22.1	24.7	24.5	25.4	31.4	32.5	35.8	24.0	29.9	29.7	29.8	17.2	32.0	35.8	27.6	0.0		
NO. COMPANIES	8	4	5	4	5	3	8	2	3	4	5	7	4	2	4	3	2	2		
NO. EMPLOYEES	22		5		78		15		3		5		7		4		2			
		26		4		3		3		4		7		14		3		3		

EUGENE, OR

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.9				16.6		32.9			33.4	37.2	22.8			30.0		25.2		33.2	47.0
LOW	25.5				16.5		25.5			25.5	32.5	18.5			28.5		18.5		30.5	45.5
MID	28.5				16.5		25.5			32.5	35.5	22.5			28.5		18.5		30.5	45.5
HIGH	36.5				16.5		40.5			37.5	44.5	28.5			31.5		32.5		36.5	49.5
START	27.0				14.1		26.4			27.1	28.8	20.5			27.9		18.6		22.8	36.0
NO. COMPANIES	4				2		2			5	3	3			2		2		2	2
NO. EMPLOYEES	4				2		2				3				2		2		22	
										7		3								2

LOS ANGELES, CA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.6	49.3	42.2	38.6	29.0	28.1	49.3	46.4	37.4	56.8	53.1	38.0	42.8	27.7	39.1	35.1	29.0	51.2	35.5	38.9
LOW	34.5	41.5	40.5	32.5	24.5	25.5	37.5	41.5	29.5	49.5	44.5	31.5	37.5	23.5	32.5	32.5	26.5	32.5	35.5	36.5
MID	43.5	47.5	42.5	36.5	28.5	28.5	48.5	45.5	38.5	52.5	49.5	33.5	37.5	26.5	39.5	33.5	29.5	54.5	35.5	37.5
HIGH	50.5	58.5	46.5	45.5	30.5	29.5	58.5	49.5	44.5	70.5	53.5	44.5	45.5	31.5	44.5	39.5	29.5	56.5	38.5	43.5
START	33.9	38.9	36.7	30.1	24.3	23.1	40.6	36.2	30.3	45.4	49.5	35.7	32.7	19.6	32.9	30.0	28.3	47.5	26.5	37.0
NO. COMPANIES	17	3	8	12	12	9	14	9	11	7	8	11	6	10	14	7	5	4	5	3
NO. EMPLOYEES	24		8		15		14		15		10		6		19		5		41	
		3		12		9		9		9		11		10		19		6		9

OAKLAND-EAST BAY, CA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	47.3	46.9	40.4	39.0	33.1	34.2	38.8	37.8	42.0	47.9	36.0	29.4	42.0	23.7	42.4	38.9	31.9	55.7	37.2	35.7
LOW	33.5	39.5	27.5	22.5	29.5	26.5	21.5	30.5	39.5	33.5	32.5	24.5	28.5	20.5	35.5	34.5	26.5	45.5	35.5	29.5
MID	39.5	39.5	46.5	24.5	30.5	32.5	33.5	30.5	39.5	53.5	36.5	27.5	33.5	22.5	33.5	34.5	27.5	49.5	36.5	33.5
HIGH	54.5	53.5	48.5	52.5	31.5	35.5	42.5	45.5	45.5	58.5	40.5	32.5	49.5	23.5	55.5	43.5	32.5	64.5	40.5	44.5
START	37.0	40.9	27.0	25.0	27.7	18.6	31.3	29.7	36.2	37.1	33.0	23.6	33.5	20.1	35.5	0.0	0.0	37.5	36.0	0.0
NO. COMPANIES	18	2	3	4	5	4	7	2	5	6	3	9	4	4	10	2	4	6	6	3
NO. EMPLOYEES	18		3		7		7		5		11		18		10		5		18	
		2		4		4		2		12		10		4		2		6		8

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

PHOENIX, AZ

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	46.0	51.5	37.5	35.0	29.5	32.4	46.6	36.2	33.0	50.0	53.0	34.5	42.7	25.3	40.3	35.1	26.0	44.0	30.9	34.4
LOW	37.5	42.5	28.5	24.5	23.5	24.5	34.5	27.5	20.5	39.5	42.5	26.5	31.5	18.5	34.5	27.5	19.5	40.5	27.5	28.5
MID	45.5	48.5	32.5	30.5	26.5	25.5	44.5	33.5	34.5	47.5	53.5	32.5	40.5	21.5	39.5	31.5	20.5	40.5	31.5	36.5
HIGH	53.5	60.5	40.5	39.5	34.5	38.5	56.5	42.5	40.5	60.5	57.5	37.5	51.5	33.5	47.5	43.5	29.5	53.5	32.5	36.5
START	37.1	41.9	33.2	28.1	24.9	27.2	40.4	30.6	27.0	38.4	42.3	27.6	32.9	21.8	32.0	29.6	21.0	39.1	26.2	30.2
NO. COMPANIES	34	8	14	14	17	13	23	11	11	14	8	21	16	9	15	18	4	7	9	5
NO. EMPLOYEES	36	9	18	17	19	13	26	13	15	18	8	29	23	11	17	26	6	7	33	16

PORTLAND, OR

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.6	27.2	38.8	37.4	29.8	30.5	44.7	33.7	30.5	53.1	50.4	31.7	33.1	24.0	34.3	35.9	25.0	57.6	30.6	34.2
LOW	35.5	21.5	30.5	22.5	22.5	20.5	21.5	28.5	23.5	47.5	28.5	25.5	25.5	18.5	23.5	28.5	20.5	53.5	27.5	20.5
MID	38.5	21.5	31.5	27.5	25.5	25.5	46.5	30.5	23.5	48.5	50.5	27.5	28.5	19.5	32.5	40.5	20.5	54.5	29.5	31.5
HIGH	44.5	32.5	45.5	27.5	30.5	46.5	55.5	37.5	31.5	55.5	55.5	33.5	44.5	23.5	50.5	44.5	31.5	65.5	37.5	33.5
START	31.7	24.5	27.8	23.2	21.8	15.0	37.1	28.8	26.1	34.7	35.7	24.5	22.0	16.1	30.0	30.3	20.7	42.6	22.9	28.9
NO. COMPANIES	17	2	6	4	6	3	11	5	5	6	4	10	5	6	7	5	6	3	7	4
NO. EMPLOYEES	18	2	6	4	6	3	11	5	7	18	4	12	5	6	7	8	7	3	55	7

SALEM AREA, OR

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.7	32.6	30.5				37.6		28.0	41.0	38.6	34.3	33.6	20.3	31.8		28.1	55.3	31.4	44.8
LOW	26.5	19.5	20.5				23.5		21.5	33.5	26.5	30.5	32.5	16.5	21.5		16.5	31.5	26.5	43.5
MID	34.5	34.5	31.5				35.5		27.5	39.5	35.5	33.5	32.5	21.5	28.5		23.5	61.5	28.5	44.5
HIGH	40.5	37.5	39.5				39.5		29.5	50.5	36.5	38.5	38.5	24.5	39.5		43.5	73.5	37.5	47.5
START	29.3	25.8	24.5				30.0		25.3	36.8	31.4	28.0	28.3	16.9	26.1		30.1	46.6	27.6	38.2
NO. COMPANIES	14	4	3				10		7	6	4	7	6	3	6		3	3	7	3
NO. EMPLOYEES	14	4	3				10		7	8	4	10	6	4	6		3	3	25	8

SAN FRANCISCO, CA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.5	46.4	41.3	30.7	26.8	28.0	47.8	43.0	40.4	37.9	48.2	38.4	38.2	25.4	32.5			58.8		
LOW	34.5	37.5	30.5	24.5	21.5	24.5	35.5	30.5	26.5	30.5	33.5	31.5	29.5	22.5	26.5			35.5		
MID	44.5	42.5	40.5	26.5	30.5	27.5	41.5	36.5	31.5	34.5	57.5	35.5	40.5	26.5	31.5			46.5		
HIGH	51.5	58.5	43.5	34.5	31.5	31.5	53.5	50.5	63.5	44.5	58.5	44.5	44.5	30.5	40.5			75.5		
START	35.7	28.2	38.8	27.6	23.7	21.6	41.2	39.9	34.4	39.1	45.1	32.1	26.2	22.4	24.5			28.2		
NO. COMPANIES	23	7	6	9	7	6	18	8	3	5	5	16	5	9	10			3		
NO. EMPLOYEES	31	12	6	9	8	7	20	8	3	6	5	16	5	9	10			3		

SAN JOSE, CA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.5	44.9	26.4		28.4		43.8	42.9	36.9	44.7	40.7	33.7		27.1	41.4		28.5		30.2	40.6
LOW	36.5	44.5	21.5		25.5		34.5	37.5	36.5	44.5	39.5	32.5		26.5	27.5		27.5		29.5	39.5
MID	39.5	44.5	21.5		25.5		41.5	37.5	36.5	44.5	39.5	33.5		26.5	45.5		27.5		29.5	39.5
HIGH	40.5	45.5	31.5		31.5		46.5	48.5	37.5	45.5	42.5	35.5		27.5	51.5		30.5		31.5	41.5
START	31.5	41.0	16.8		0.0		40.1	0.0	25.0	40.0	31.5	28.4		0.0	29.9		17.7		0.0	37.4
NO. COMPANIES	5	2	2		2		5	2	2	2	2	5		2	3		2		2	2
NO. EMPLOYEES	6	56	2		4		6	2	2	2	2	6		2	4		7		5	3

SEATTLE, WA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.3	42.8	36.5	29.1	25.1	25.0	46.3	37.7	33.3	42.8	53.6	36.0	38.4	24.6	36.0	33.8	26.9	44.4	30.8	37.3
LOW	32.5	37.5	29.5	21.5	20.5	19.5	35.5	24.5	23.5	35.5	38.5	30.5	23.5	19.5	30.5	29.5	18.5	35.5	27.5	34.5
MID	41.5	46.5	40.5	29.5	26.5	23.5	43.5	32.5	28.5	41.5	59.5	33.5	33.5	25.5	34.5	29.5	23.5	41.5	28.5	36.5
HIGH	45.5	49.5	42.5	33.5	29.5	30.5	49.5	36.5	41.5	54.5	64.5	44.5	49.5	27.5	40.5	30.5	34.5	52.5	33.5	41.5
START	33.6	38.1	28.9	24.8	19.4	21.8	39.6	27.8	30.7	31.3	46.6	29.6	32.2	17.6	33.7	30.3	23.9	36.6	25.3	32.7
NO. COMPANIES	24	9	9	14	11	6	16	4	10	10	13	10	7	11	14	11	7	8	6	5
NO. EMPLOYEES	34	9	9	14	11	7	16	4	11	15	15	46	7	11	17	16	7	17	34	13

CANADA (Canadian dollars)

CALGARY, AB

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.5	46.5	31.3	40.1	28.0	25.7	62.4		30.6	54.6	57.7			36.8	44.8	33.2	27.6	44.7	41.1	44.7
LOW	40.5	46.5	20.5	37.5	24.5	18.5	54.5		23.5	42.5	37.5			18.5	31.5	31.5	23.5	39.5	33.5	33.5
MID	46.5	46.5	30.5	37.5	29.5	23.5	54.5		23.5	57.5	43.5			18.5	44.5	32.5	23.5	46.5	35.5	33.5
HIGH	50.5	46.5	43.5	42.5	34.5	27.5	70.5		38.5	57.5	75.5			54.5	45.5	35.5	25.5	47.5	53.5	56.5
START	38.4	39.8	32.1	33.0	26.5	25.6	46.6		30.5	39.5	37.2			17.5	35.3	34.1	30.1	42.3	33.9	33.0
NO. COMPANIES	7	2	3	2	5	4	2		2	5	3			2	4	3	4	3	3	2
NO. EMPLOYEES	8	2	3	2	5	4	2		2	5	3			2	4	3	4	3	3	2

ACCOUNTING MANAGER	AUDITING MANAGER	CREDIT AND COLLECTION MANAGER	PAYROLL MANAGER	ACCOUNTS PAYABLE SUPERVISOR	ACCOUNTS RECEIVABLE SUPERVISOR	PERSONNEL MANAGER	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	SALES MANAGER	MARKETING MANAGER	ADMINISTRATIVE/OFFICE SERVICES MANAGER	BUILDING SERVICES MANAGER	MAILROOM SUPERVISOR	PURCHASING MANAGER	WAREHOUSE MANAGER	SHIPPING/RECEIVING SUPERVISOR	PLANT MANAGER	FOREMAN	GENERAL FOREMAN
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

Annual salaries in thousands

HAMILTON, ON

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.5	40.7	55.5	30.6	34.6	30.4	47.1	41.9	30.3	45.6	46.5	34.8	47.4	35.0	46.8	43.6	33.0	53.7	36.1	46.1
LOW	30.5	38.5	44.5	26.5	30.5	28.5	33.5	31.5	22.5	38.5	35.5	30.5	41.5	29.5	37.5	36.5	25.5	37.5	32.5	39.5
MID	39.5	38.5	44.5	32.5	32.5	28.5	36.5	36.5	24.5	39.5	41.5	30.5	48.5	29.5	42.5	44.5	25.5	42.5	33.5	41.5
HIGH	44.5	43.5	67.5	32.5	38.5	32.5	53.5	54.5	34.5	46.5	65.5	39.5	52.5	40.5	56.5	50.5	41.5	61.5	39.5	56.5
START	37.8	36.8	49.1	28.1	28.9	27.7	45.3	34.8	27.2	38.2	41.0	30.0	39.3	26.3	43.7	35.8	28.0	46.2	29.9	32.8
NO. COMPANIES	11	2	2	3	6	2	8	5	4	4	7	2	6	2	7	6	2	4	7	5
NO. EMPLOYEES	13	2	3	3	7	5	8	6	10	5	10	2	7	2	7	6	3	5	76	13

KITCHENER, ON

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.6	46.1	32.0	29.1	23.4	18.2	45.3	40.9	35.5	48.8	51.9	43.5	44.0	30.1	34.0	28.3	26.4	42.3	32.3	39.1
LOW	32.5	39.5	26.5	19.5	17.5	16.5	32.5	22.5	27.5	35.5	44.5	35.5	35.5	25.5	28.5	17.5	16.5	39.5	28.5	35.5
MID	41.5	43.5	29.5	20.5	18.5	16.5	44.5	44.5	36.5	39.5	48.5	37.5	44.5	25.5	30.5	27.5	26.5	40.5	34.5	40.5
HIGH	46.5	56.5	36.5	38.5	34.5	20.5	49.5	55.5	43.5	53.5	52.5	40.5	45.5	34.5	42.5	40.5	31.5	42.5	35.5	41.5
START	30.3	38.2	26.8	27.1	17.1	13.5	35.2	34.6	31.0	48.1	56.8	36.7	41.1	23.9	27.5	20.8	20.7	32.1	23.9	0.0
NO. COMPANIES	16	3	5	4	3	2	10	3	8	8	7	4	5	2	14	3	8	8	9	3
NO. EMPLOYEES	16	3	5	4	4	2	11	3	8	11	8	4	5	2	16	3	8	13	51	9

REGINA, SK

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	48.4	49.6	42.1	36.0	29.7		51.7	43.6	49.2	52.1	46.7	34.4	41.5	26.9	45.8	39.4	32.9	53.6	38.2	43.6
LOW	44.5	40.5	39.5	29.5	21.5		41.5	39.5	42.5	41.5	35.5	29.5	37.5	24.5	40.5	32.5	27.5	44.5	36.5	32.5
MID	45.5	50.5	40.5	30.5	26.5		43.5	41.5	50.5	48.5	47.5	30.5	45.5	24.5	44.5	36.5	26.5	44.5	39.5	48.5
HIGH	50.5	57.5	46.5	45.5	28.5		60.5	50.5	54.5	62.5	52.5	40.5	45.5	31.5	47.5	49.5	30.5	63.5	42.5	50.5
START	43.3	41.2	34.5	31.4	27.7		44.8	36.2	40.4	47.0	36.4	27.6	37.9	23.1	39.7	30.9	30.0	49.4	37.0	35.5
NO. COMPANIES	10	6	6	7	4		9	3	3	6	7	6	5	3	6	3	4	2	7	3
NO. EMPLOYEES	10	13	6	7	41		9	3	3	17	10	8	5	3	6	5	5	5	101	28

TORONTO, ON

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.4		48.5	31.2	33.7	29.0	43.4	35.2	50.5	57.6	56.4	36.1	44.7	25.1	46.2	38.7	27.1	57.6	39.9	42.6
LOW	33.5		38.5	23.5	27.5	20.5	34.5	28.5	45.5	48.5	46.5	31.5	36.5	16.5	39.5	32.5	24.5	40.5	36.5	42.5
MID	40.5		42.5	28.5	27.5	27.5	43.5	34.5	51.5	61.5	55.5	35.5	40.5	23.5	39.5	34.5	27.5	53.5	36.5	42.5
HIGH	47.5		45.5	38.5	40.5	32.5	45.5	36.5	54.5	66.5	63.5	42.5	44.5	30.5	56.5	44.5	30.5	69.5	36.5	43.5
START	35.9		41.4	29.5	30.3	29.5	39.4	32.5	41.5	53.6	46.6	32.3	38.9	23.2	41.5	34.9	23.6	52.9	35.2	36.7
NO. COMPANIES	16		4	6	5	8	12	4	3	7	7	9	4	4	8	8	6	6	4	2
NO. EMPLOYEES	17		4		5		12		4		13		4		9		7		18	
				6		8		4		20		9		4		8		6		2

WINNIPEG, MB

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	48.5	49.1	44.5	42.5							57.0	36.6	47.5	28.5	46.6		37.3	55.5	39.4	42.6
LOW	39.5	41.5	43.5	26.5							56.5	26.5	43.5	27.5	28.5		35.5	43.5	38.5	39.5
MID	46.5	41.5	43.5	46.5							56.5	26.5	43.5	27.5	28.5		35.5	55.5	38.5	39.5
HIGH	59.5	56.5	45.5	54.5							57.5	47.5	51.5	29.5	64.5		39.5	66.5	40.5	46.5
START	39.8	43.5	41.5	37.8							38.5	34.5	34.9	24.9	49.2		28.2	43.2	31.7	33.7
NO. COMPANIES	3	2	2	3							2	2	2	2	2		2	3	2	2
NO. EMPLOYEES	5		2								2		2		2		3		21	
		4		4								2		2				4		7

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